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REPORT ON THE SECOND QUARTER OF THE SECOND YEAR

JANUARY 1, 1980 - MARCH 31, 1980

TO: THE EDNA McCONNELL CLARK FOUNDATION
250 PARK AVENUE
NEW YORK, NEW YORK 10017

FROM: JOB PATH
VERA INSTITUTE OF JUSTICE
25 WEST 39TH STREET
NEW YORK, NEW YORK 10018

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January 1, 1980 - March 31, 1980

In September, 1978 the Vera Institute of Justice established Job Path to demonstrate that a transitional employment program based on the principles of supported work would enable mentally retarded youths and adults to move from special education classes, sheltered workshops, and a general state of dependency to the competitive labor market and increased independence. From the outset, funding from The Edna McConnell Clark Foundation has been critical to the impact the program has had in providing work opportunities for this population. We are pleased to report that program results during the past six months surpass all previous ones in enrollment, job development, and unsubsidized hirings.

Enrollment:

Between October 1st, 1979 and March 31st, 1980 Job Path has enrolled 103 participants ("trainees"). For purposes of comparison, we note that the program enrolled 98 trainees between September 5th, 1978 and September 5th, 1979. Based on the results to date, it would appear that the first year's design can be enlarged to absorb greater numbers of mentally retarded trainees without compromising this program.

It also seems that the distinctive model we have designed may have broader applicability with other hard-to-employ groups, including disaffected youth and people with other handicaps. In addition to

having the primary disability of mental retardation, 53 percent of our participants have secondary disabilities such as epilepsy, cerebral palsy, limited hearing, impaired vision, and a number of other neurological, emotional, and medical problems. Moreover, 71 percent of Job Path's population are under age 25, and are, therefore, classified as "youth" by the Bureau of Labor Statistics. Fifty-eight percent are members of minority groups. Finally, according to the statistics available to us, it appears as if slightly more than half of our trainees come from families with incomes that fall below the poverty line. In a sense, therefore, Job Path already is serving a variety of hard to employ groups.

Job Development:

The state of the economy has caused Job Path to revise its job development strategy. With federal, state, and local agencies reducing their budgets and establishing job freezes, it is apparent that public sector employment opportunities will be limited. Thirty-seven percent of the total hiring last year was in the public sector; we do not anticipate being able to do that well this year. Our private sector hiring, therefore, will have to take up the slack, as was the case this quarter when 96 percent of our unsubsidized placements occurred in the private sector (See page six).

In placing increased emphasis on the private sector, Job Path has tried to focus on growth industries and stable areas of employment in New York City, which explains our interest in hotels, law firms, investment banking firms, savings and commercial banks, and insurance companies.

The strategy appears to be working. In the first half of its second year of operations, Job Path has developed 31 new training sites in the private sector, compared with a total of 34 such sites in the entire first year. (See Attachments A and B.) Nine of the 31 sites were developed during the first quarter of the second year, and twenty-two of them were developed during the second quarter. Job Path has developed 21 new training sites in the public sector during the first six months of the second year, compared with a total of 34 such sites by the end of the first year of operation. (We have 14 trainees on public sector sites that were developed last year, so there has been less need to develop new sites.)

Although the hotel industry is essentially a growth area in New York City, hotels are subject to cyclical variations. During Job Path's first quarter, the high occupancy rate in virtually every hotel caused us to use some of our Clark monies to train four participants as chambermaids. One was unable to learn the skills and had to be placed in the public sector for different training, but by mid-way into the second quarter we had three chambermaids to place. Despite a temporary slump in the hotel industry in the past month or so, two chambermaids were hired by the Park Lane Hotel where they are presently earning \$190 a week. (The union contract will result in their earning over \$200 a week beginning in June.) The third chambermaid was hired to do relief duty at the Berkshire Place Hotel where she averages four days of work a week at \$60 a day. Another trainee, not trained with Clark monies, was hired by the Statler Hilton Hotel. Although his supervisor was pleased with his work, this trainee chose to resign for personal reasons.

Law firms, which tend to expand in recessions as well as in prosperity have been a steady source of employment for us. In the second quarter of the second year three more firms have hired former trainees, and three more firms are presently providing work experience for trainees, using Clark funds for partial subsidy:

Law firms that hired:

Trubin, Sillcocks, Edelman & Knapp
Paul, Weiss, Rifkind, Wharton &
Garrison
Schulte & McGoldricke

Firms that are training:

Lord, Day & Lord
White & Case
Kaye, Scholer, Fierman,
Hays & Handler

(The three law firms that have previously trained Job Path participants have all hired their trainees.*)

Investment banking firms are another industry where our job developers have continued to seek opportunities for our trainees, and the number of investment banking firms with whom Job Path works has expanded during the second quarter of the second year. Morgan Stanley and Company has hired one former trainee and is providing "Clark" work experience for another trainee, and Oppenheimer and Company has hired a former trainee. (Lazard Freres and Company and Bear Stearns and Company have previously hired Job Path workers for whom they initially provided "Clark" work experience.)

Commercial and savings banks are target areas for on-going marketing because their size is such that, in contrast to law firms, they are able to provide a number of entry level jobs. During this second

*These law firms are: Cravath, Swaine & Moore; Webster Sheffield Fleishmann Hitchcock & Brookfield; and Greenbaum, Wolff & Ernst.

quarter another savings bank is working with Job Path; a former trainee has been hired to work in the kitchen of Central Savings Bank. This brings the number of banks who have hired former trainees since the outset to four: Chemical Bank with four hires, Irving Trust with three hires, Greenwich Savings Bank with two hires, and Central Savings Bank with one hire. Our "Clark" work experience at Republic National Bank has not proven successful, probably because we tried to have an entirely male mailroom accept a female worker. We shall try to place a male trainee there next time. (For a further discussion of sexism in entry level jobs, see page 8.)

In keeping with a job development strategy that focuses on areas of stable employment, we turned to insurance companies and were able to make our first breakthrough. Walter Kaye Associates, Inc. is providing work experience for one of our trainees, with Clark monies partially subsidizing the salary.

Unsubsidized Hirings:

The ultimate test of the Job Path approach lies in the number of unsubsidized hirings and the subsequent rate of job retention. Between January 1st, 1980 and March 31st, 1980 the number of unsubsidized hirings has more than tripled over the number recorded between January 1st, 1979 and March 31st, 1979. Twenty-six Job Path trainees were hired during the second quarter of the second year, compared with eight hirings during the same time frame a year ago.

Indeed, it took until June 22nd, 1979 for Job Path to place 33 people in unsubsidized employment in Year I, whereas the program has already placed that number in the first half of Year II. (See Attachment C.) In fact, at the half-way mark Job Path has placed 72 percent of the total number placed last year.

Ninety-six percent of the hirings in this second quarter of our second year have been in the private sector (25 out of 26), as compared with 62.5 percent of the hirings during the same period last year (five out of eight). For reasons mentioned earlier, as federal, state and city governments attempt to balance their budgets, it is likely that future hirings will be limited primarily to the private sector.

With growing numbers of Job Path participants having been hired, the program is particularly concerned with the rate of job retention. We are pleased to be able to report a job retention rate of 91 percent. Thirty-one of the thirty-three former trainees who have been hired in the second year appear to be performing their jobs as satisfactorily as their co-workers, according to first-hand reports from our follow-up counselor who meets regularly with former trainees and their supervisors. One trainee has resigned and one trainee has been hospitalized and will be recuperating for some time to come, which will probably mean that the firm will replace him. Of the forty-six former trainees who were hired last year, four have been fired and one has resigned. Thus, all told, the turnover rate has been nine percent. (See Attachment D.) Mr. Frederick Weitner, who is Assistant Vice President for

Personnel at the Irving Trust Bank and who serves as a member of our Job Advisory Board, reports that in his experience a turnover rate of less than 20 percent is excellent.

Evaluation and Training:

The twenty-five trainees who have received the services of the Evaluation and Training unit in the first half of our second year fall into three categories:

1. New trainees who enter the program with undefined or unmarketable skills;
2. Old trainees who have not succeeded on their training sites;
3. New or old trainees who need more individualized training than any employer can reasonably be expected to provide.

All trainees, new and old, are paid minimum wage salaries during their Evaluation and Training period with monies from the Edna McConnell Clark Foundation.

In the first quarter report, we told you about a trainee whom we called Robert B. You may recall that Robert is a 23 year old man with Down's Syndrome who could not be outstationed for the training he needed in messenger work. He had to have every aspect of the job broken down into such small steps that only a patient and knowledgeable person who was skilled in task analysis could have succeeded in teaching Robert. After paying for Robert's training at Job Path, Clark funds

helped subsidize a work experience site in the private sector. It gives us great pleasure to be able to report that Robert has been hired by the firm that provided the work experience. Without Clark monies it was a virtual certainty that Robert would have had to be referred back to the sheltered workshop that had originally sent him to our program. Robert is a very limited young man in many respects, but he is performing his job satisfactorily, and we at Job Path are particularly appreciative of your help in this case.

Some of our less capable women have been particularly in need of the evaluation and training that Clark monies have made possible. There are a number of jobs that lower functioning males can handle, but not very many for females. Few firms will hire women messengers, none to our knowledge will hire women porters, and thus far we know of only one (Cushman & Wakefield) that will hire a woman in its mailroom.

With factory jobs in short supply, we see three vocational alternatives:

1. With intensive one-on-one training, teach simple numerical filing to women who could not pick up this skill in the usual course of work experience in the public sector. Clark monies enable Job Path to provide the intensive training in question. (Alphabetical filing is usually out of the question for our less capable female trainees.)
2. With slow, repetitive introduction to each necessary skill, train some women to be hotel chambermaids. We did not fully appreciate the variety of skills required

and, therefore, the amount of time this training was going to take in order to meet the standards of prestigious hotels. Fortunately, Clark monies have enabled us to provide the necessary training.

3. Food services. We have placed women who cannot handle office skills in cafeterias run by institutional food services where our trainees serve food, clear tables, and stack dirty dishes, but we have yet to make a similar breakthrough in restaurants. We are currently exploring the food service industry to determine whether other jobs may exist for women for which special training may be useful.

Of the twenty-five people who have received evaluation at Job Path or evaluation plus training during the first half of the second year, we are able to report the following results:

- 9 people have been hired;
- 2 more people are awaiting hiring, have been told the jobs are theirs;
- 2 people are receiving partially subsidized work experience in the private sector (with Clark funds);
- 6 people are receiving fully subsidized work experience in the public sector (with CETA funds);
- 2 people are currently at Job Path for Evaluation and Training;
- 3 people completed the program without obtaining any unsubsidized job;*
- 1 person was hospitalized.

*These were all people who were referred as soon as we had an evaluation and training unit, which, unfortunately, was not until they had almost completed their year in the program. If we had such a service to offer them last year, it is possible that they would have had successful outcomes.

When one removes from consideration the two people who are currently being evaluated and the one person who was hospitalized, the results are:

41% have been hired without further subsidy;
36% are gaining work experience in subsidized training sites;
14% did not succeed;
9% are awaiting hiring.

Numbers do not tell the entire story, however. Consider what happened to a trainee we shall call Fred. This young man was so hostile and uncooperative that a public sector supervisor who had succeeded in training a good many other Job Path participants finally had to ask that Fred be removed from his agency. "I frankly don't think that Fred can make it," he told the Job Path evaluator. Over a period of three weeks, Fred received daily counseling at Job Path which resulted in changes in his behavior; he also received training in messenger skills. At the end of this period Fred was hired by an exclusive jewelry store. We receive frequent reports on how well the man who was not going to make it is now doing.

The firms that have hired trainees who received Clark evaluation and training are:

The Hampshire House
Berkshire Place Hotel
Tiffany and Company
Cushman and Wakefield
Bank of America
Dymographics
Minute Men Messenger
Morgan Stanley and Company
The Park Lane Hotel

Conclusion:

Job Path can now draw upon the experience of the past eighteen months. We have a clearer understanding of the capabilities and needs of mentally retarded youths and adults. We have greater expertise in responding to the concerns of employers and line supervisors. We are more knowledgeable about the competitive labor market. Consequently, we have been able to develop more effective strategies for the development of training sites on jobs. At the same time we are cognizant of the need to maintain flexibility to respond to changing economic conditions by modifying our strategies when appropriate.

This does not mean that we are problem-free. Understanding the competitive labor market means recognizing obstacles as well as opportunities. One of the unfortunate realities with which we have to deal is that there are fewer unskilled and semi-skilled job opportunities for retarded females than for retarded males. Racial discrimination is another reality that we think sometimes confronts us. Some firms that seem willing to accept a black employee who has been graduated from Harvard Business School or Harvard Law School appear less willing to accept a black employee who is retarded, even though the latter is equipped to do the job for which he has applied. Moreover, cyclical fluctuations in a growth industry that limit hiring, regardless of race, sex or intelligence, can occur with bewildering frequency.

Understanding our population's capabilities means recognizing limitations as well as potential. Our trainees have difficulty dealing with highly pressured jobs, and some industries that use unskilled and semi-skilled labor are particularly pressured. Consider the pace of work in a restaurant during lunch or dinner hours. Indeed, New York City is so fast paced in general that almost every job involves more pressure than its counterpart would in Minneapolis or Tucson.

In general, however, our job developers are selecting appropriate jobs and our trainees are learning their tasks well. Indeed, we have come to realize that some business firms may be unnecessarily prolonging the length of time for which they receive a partial subsidy while providing work experience. In the future we intend to monitor businesses more carefully so that trainees whom we view as job ready will either be hired more promptly or else moved to another site.

Another problem that we face is one that all of New York City is also facing. The transit strike which began on April 1st, 1980 will take a serious toll on our functioning. Intake has drawn to a halt, because applicants cannot get to the office to be interviewed. The majority of our participants are also unable to get to their training sites, which means that trainees who have not yet internalized good work habits and job skills are likely to regress and need a longer period of training than would otherwise be the case. Job development is also suffering. Our developers cannot travel to business firms that are not in walking distance, and when they call nearby firms, it

frequently develops that the person whom they need to see has not come to work. Hirings are also at a standstill. In sum, as we enter our third quarter, the program, like the city in which it operates, is not functioning as it does under normal conditions. It is likely, therefore, that Job Path's third quarter will not maintain the high level of enrollment, training site development and unsubsidized hirings that have been reported for the second quarter.

Our experience to date indicates, however, that under normal working conditions Job Path's supported work program achieves its objectives. Since Clark funding plays such a vital role in enabling us to run our program, it has given us particular pleasure to be able to report the results obtained in the second quarter of the second year.

Attachment A

NEW TRAINING SITES YEAR II

Private Sector

ABC Leisure Magazine	Walter Kaye Associates
Alexander's Department Store (Manhattan)	Lord Day & Lord
Alexander's Department Store (Rego Park, Queens)	M.P.O. Videotronics
Bank of America	Minute Men Messenger Service
Berkshire Place Hotel	Miss Amanda
Central Savings Bank	Morgan Stanley & Co.
Corporate Foods - Chemical Bank	New York Statler
Cushman & Wakefield	Oppenheimer & Co.
Doral Park Avenue Hotel	Orsid Realty
Dymographics	Park Lane Hotel
Family Circle	Paul Weiss Rifkind Wharton & Garrison
Hampshire House	Restaurant Associates Metropolitan Museum of Art
Hospitality Services, Inc. Bank Street Restaurant	Schulte & McGoldricke
Interstate United	Tiffany & Co.
Kaye Scholer Fierman Hays & Handler	Trubin Sillcocks Edelman & Knapp
	White & Case

TRAINING SITES YEAR I

Private Sector

AGS Computer	Guardian Cleaning Industries
A&M Leatherlines	Hudson Printing Co.
Advertising Checking Bureau	Inhilco
Alexander's Department Store Bronx Warehouse	Irving Trust Co.
AraServ, Inc.	Lazard Freres & Co.
Automation House	Marsel Mirror & Glass Products
Bear, Stearns & Co.	Metropolitan Museum of Art Mail Order Department
Blue Cross Blue Shield	Metropolitan Opera Guild Mail Order Department
B'nai Zion	Minute Men Messenger
Bruning Microfilm Corporation	Parks Council
Chemical Bank	Propper Manufacturing Co.
Cravath, Swaine & Moore	Republic National Bank
Epicure Cheese Shop	Scharome Manor Nursing Home
Four Color Lithograph	Silverstein Properties
Freshway Food Systems	United Parcel Service
Greenbaum, Wolff & Ernst	WINS Radio
Greenwich Savings Bank	Webster & Sheffield

ATTACHMENT C

HIRINGS - YEAR IIOctober 1, 1979 - March 31, 1980Private Sector

<u>Site</u>	<u>Job Title</u>
1. Alexander's Department Store (Rego Park, Queens)	Porter
2. Alexander's Department Store (Manhattan)	Sensomatic/Tagger Operator
3. Bank of America	Messenger
4. B'nai Zion	Porter
5. Central Savings Bank	Dishwasher
6. Chemical Bank	Messenger
7. Chemical Bank	Clerical/File Clerk
8. Cushman & Wakefield	Mailroom
9. Dymographics	Messenger
10. Family Circle	Clerical
11. Greenbaum, Wolff & Ernst	Messenger
12. Greenwich Savings Bank	Clerical
13. Hampshire House	Houseman/Steward
14. Hospitality Services - Bank Street Restaurant	Food Service
15. Inhilco	Porter
16. Interstate United*	Food Service
17. Interstate United	Food Service
18. Interstate United	Food Service
19. Irving Trust Company	Porter
20. Irving Trust Company	Clerical
21. M.P.O. Videotronics	Office Aide
22. Minute Men Messenger Service	Messenger
23. Morgan Stanley & Co.	Mailroom
24. N. Y. Statler**	Dishwasher
25. Oppenheimer & Co.	Messenger
26. Park Lane Hotel	Housekeeping
27. Park Lane Hotel	Housekeeping
28. Paul, Weiss, Rifkind, Wharton & Garrison	Messenger
29. Restaurant Associates - Metropolitan Museum of Art**	Food Service
30. Schulte & McGoldricke	Food Service
31. Tiffany & Co.	Messenger
32. Trubin Sillcocks Edelman & Knapp	Mailroom/Messenger
33. Victim Services Agency	Stock worker

*Former trainee chose to leave Interstate United and go to Restaurant Associates; she has since resigned from Restaurant Associates.

**Resigned

ATTACHMENT D

JOB RETENTION - YEAR IIOctober 1, 1979 - March 31, 1980

<u>Site</u>	<u>Total months at this site</u>	<u>Total months Employed (Unsubsidized)</u>
Alexander's Department Store (Rego Park, Queens)	1	1
Alexander's Department Store (Manhattan)	Less than 1 month	Less than 1 month
Bank of America	Less than 1 month	Less than 1 month
B'nai Zion	5	3
Central Savings Bank	Less than 1 month	Less than 1 month
Chemical Bank	3	1
Chemical Bank	6	2
Cushman & Wakefield	2	2
Dymographics	1	1
Family Circle	5	2
Greenbaum Wolff & Ernst	6	3
Greenwich Savings Bank	6	5
Hampshire House	2	2
Hospitality Services - Bank Street Restaurant	2	1
Inhilco	1	1
Interstate United*	3	2 1/2
Interstate United	3	3
Interstate United	5	3
Irving Trust Company	2	2
Irving Trust Company	5	1
Morgan Stanley & Co.	1	1
N. Y. Statler	Less than 1 month	Less than 1 month
Oppenheimer & Co.	6	1
Park Lane Hotel	3	1
Park Lane Hotel	3	Less than 1 month
Paul Weiss Rifkind Wharton & Garrison	1	1
Restaurant Associates - Metropolitan Museum of Art	2	1
Schulte & McGoldricke	Less than 1 month	Less than 1 month
Tiffany & Co.	2	2
Trubin Sillcocks Edelmann & Knapp	5	3
Victim Services Agency	6	1

*Resigned

JOB RETENTION - YEAR I

<u>Site</u>	<u>Total months at this site</u>	<u>Total Months Employed (Unsubsidized)</u>
*AGS Computer	14	11
A&M Leatherlines	16	13
*Alexander's Department Store Bronx Warehouse	7 1/2	7 1/2
*Alexander's Department Store Bronx Warehouse	7 1/2	7 1/2
+Alexander's Department Store Bronx Warehouse	5	5
+Alexander's Department Store Bronx Warehouse	5 1/2	5 1/2
Automation House	10	8
Bear Stearns & Co.	9	9
Blue Cross Blue Shield	9 1/2	8
Cheimcal Bank	1	1
Cravath Swaine & Moore	10	5 1/2
Cravath Swaine & Moore	16	15
Four Color Lithograph	8	5 1/2
Greenwich Savings Bank	12	9
Hudson Printing	14	11
Irving Trust	10 1/2	9
Lazard Freres	12	9
Marsel Mirror & Glass Products (4 hired)	17 1/2	13 1/2
Metropolitan Museum of Art - Mail Order	14	8
National Parks Service (2 hired)	18	12
N.Y.C. Dept. of Corrections	11	5
N.Y.C. Dept. of Correspondence	18	14
N.Y.C. Dept. of Employment	18	14
N.Y.C. Dept. of Employment	18	13
N.Y.C. Dept. of Employment	13 1/2	8 1/2
N.Y.C. Deputy Mayor - Criminal Justice	17	10
N.Y.C. Human Resources Administration	16 1/2	11
N.Y.S. Dept. of Insurance	17	12 1/2
N.Y.S. Dept. of Social Services	17	12
N.Y.S. Office of General Services	16 1/2	13 1/2
N.Y.S. Office of Housing & Community Renewal	16 1/2	10 1/2
N.Y.S. Office of Mental Retardation & Developmental Disabilities	9	5
One to One	5	5
*Staten Island Restaurant	14 1/2	13 1/2
United Parcel Service (2 hired)	15	10
Vera Institute of Justice	16	13
Vera Institute of Justice	13	9
Victim Services Agency	10	8 1/2
Webster & Sheffield	11	9
Guardian Cleaning Service	8	6
Guardian Cleaning Service		

*fired

+laid off (1 person readmitted into program)