

and screening services, and defrays a portion of the costs incidental to the training of new personnel. The length of the training period and cost per trainee depends upon the nature and complexity of the occupation involved. The employer agrees to provide training, pay a regular salary, and have a permanent position available upon satisfactory completion of training.

For the job applicant, the On-The-Job-Training Program offers the possibility of developing or improving skills in demand occupations and earning a decent wage at the same time. The On-The-Job-Training Program's major role is to bring the minority worker to industry, and to help open job opportunities that ordinarily would not exist.

Operationally, the On-The-Job-Training staff developed the training programs for periods ranging from four to twenty-six weeks in duration. The On-The-Job-Training staff did the initial screening of job applicants with the employers making the final selection of the trainee, hiring them at the prevailing rate for the training period. The employer received, at his option, reimbursement for his training costs up to \$25.00 per week, per trainee for the duration of the contract. Besides OJT for entry level jobs, provisions were made for the re-training of persons who were displaced by automation and technological changes in the Westchester County job market.

A. Staffing the Project

Under the contract between the Urban League of Westchester and the Bureau of Apprenticeship and Training, United States Department of Labor, a Project Director, two Field Representatives, one Trainee Advisor, and two clerical positions were allocated for the management and cultivation of the program.

The primary responsibility of the director, a working supervisor, was to organize, supervise, and assist in the development of all staff activities under the overall administration and supervision of the Westchester Urban League.

The field representative's responsibility was to develop trainee job openings and conduct visits to firms participating in the On-The-Job-Training Program to insure that project objectives are being fulfilled. This staff person maintains close relations with the New York State Employment Services, community organizations and other related groups. The maintenance of records and reports related to this position was the responsibility of the field personnel.

The responsibility of the trainee advisor was to arrange formal pre-OJT orientation for trainees to fully acquaint them with the world of work and to instill in them the proper attitudes toward employer-employee relationships. The advisor would also inculcate the responsibility of personal hygiene, sound grooming, and any other activity which affects one's employability. After placement, follow-up advisory sessions would be handled by all professional staff to insure the success of the program.

The clerical personnel performed all clerical support functions needed for the efficient operation and maintenance of the project.

B. Orientation

All persons hired for the On-The-Job-Training Program went through a period of job orientation, which was developed and operated by the Employment Division of the National Urban League. Specialists in the area of job development, placement techniques, and OJT coordination discussed the purpose, scope, and program implementation of an On-The-Job-Training Program. Work study groups were formed to explore the different aspects of manpower utilization. All subsequent persons hired for the On-The-Job-Training Program went through a similar orientation program.

C. Publicity and Community Relations

During the On-The-Job-Training Program's embryonic period the Director and his staff personally visited more than one hundred companies in Westchester to establish communications and promote the concept of on-the-job-training. Visits were also made to Chambers of Commerce, Community Action Programs, state and local agencies and other groups interested in the areas of employment and training.

The first trainee placement was given newspaper coverage to further present the On-The-Job-Training Program to both business and job applicants.

During July, 1966, the OJT staff coordinated a special events program with the Mayor of White Plains, the Honorable Richard S. Hendey. This event proclaimed the week of July 11-15th at OJT Week, which was accompanied with broad publicity. The success of this type event led to the development of another proclamation during September, by the Mayor of Yonkers, the Honorable John E. Flynn.