

standing that there is potential in many untrained people and when an opportunity is given, talent can be developed.

As a result of our experiences, we recognize the tremendous need and particular value that on-the-job-training offers. OJT has a built-in mechanism for developing one's self-esteem. Under OJT, a person has a job first, which means a pay check and the satisfaction and dignity that goes with it.

Specific recommendations involve length of program contract and staff allocation and salaries. This OJT contract should be funded for a minimum of two years with an option to renew at the completion of one year if the program is progressing satisfactorily. One of the most difficult tasks business consultants face is getting prospective businessmen to realize that many new businesses begin by losing money. So it is with many poverty programs, there is an initial period of limited productivity.

Many programs have really begun to produce when their life is contractually ended. A longer contract will attract more staff persons and will provide for their more efficient use.

We further recommend that equal emphasis be placed on the staff position of Trainee Advisor, allowing one Advisor per Field Representative. The success of the OJT trainee is directly related to the effective work of the Trainee Advisor. Present staff allocation limits the amount of follow-up deemed necessary.

One major problem in administering the project has been staff turnover due to substandard salaries for professional and clerical personnel. These salaries cannot compete in the Westchester job market, government and private, because of the relative shortness of the contract and limited fringe benefits. This inability to recruit and to retain capable personnel results in a discontinuity to services rendered to individual communities.

The Westchester Urban League is aware of the growing need for effective means of solving the problems of unemployment. We have had the opportunity to demonstrate that the On-The-Job Training Program can be an effective vehicle for bridging the gap between industry and minority job seekers. We feel a new and broader contract must be developed so that the community can begin to feel the impact of programs which have positive results.

Submitted by:

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OJT project characteristic data

1. Number of applicants registered for OJT	1,402
2. Number of OJT sub-contracts	250
3. Types of OJT occupations developed	69
4. Average length of OJT Program (weeks)	10
5. Number of trainees placed (Mar. 1, 1967)	384
6. Number of trainees completing training	158
7. Number of trainees retained after completion of training	152
8. Number of persons presently in training (Mar. 1, 1967)	91

Characteristics of trainees placed

Male	259
Female	125
Age:	
16 to 21	127
22 to 39	235
40 and over	32
Education:	
1 to 4 years	1
5 to 8 years	22
9 to 12 years	253
Over 12 years	108
Head of household	186
Welfare recipients	7
Unemployed	200
Handicapped workers gainfully employed	11
Percentage of trainee completions (percent)	54
Percentage of trainees retained after completion of training (percent)	96.2
Average wage scale per trainee (per hour)	\$1.91
On-the-job-training budget	\$176,008.80