

Older Workers - Employment Agencies

How to start a
voluntary employment agency
in your town for
men and women over 40

Helping Older People Find Jobs :

By Howard Whitman

FOUNDATION FOR VOLUNTARY WELFARE = 1962 =

Box 72, Burlingame, California



Helping Older People Find Jobs

By Howard Whitman

Howard Whitman is one of the nation's leading writers on human problems. He is the author of numerous books and magazine articles, as well as a lecturer and TV commentator.

For his contributions to American life he received the Blakeslee Award of the American Heart Association in 1956, the TV Award of the National Association for Mental Health in 1957, the George Washington Medal of the Freedoms Foundation in 1960, and First Award of the Ohio State University Institute for Radio and Television in 1961.

Mr. Whitman has made an extended study of our aging population and the problems of the later years of life. His newest book, *A Brighter Later Life*, was published by Prentice-Hall in October, 1961.

Price \$1.00

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About The Manual

This is a manual—a booklet prepared in simple, straightforward language—designed to help you start a worthwhile project in your town. The project? *An employment service for older men and women.*

Most people are good at heart. They want to help others. Here is an opportunity to help others in your town in a very tangible way. You can help people who want to work, but are over 40 and may be having difficulty in finding non-executive jobs. You can help them find a productive role in the community. You can work with employers. You can work with the older people themselves, so that they will not feel rejected, worthless, tossed aside by a society that gives little thought to its elders.

The beauty of the project is that it is practical: it is not difficult, it takes little money, and it can be run entirely with volunteers who, like yourself, want to do some good for others. The methods and materials in this manual have been developed from the experience of organizations which have actually performed this service successfully. Here is the list of agencies which cooperated on this manual:

Vocational Guidance & Rehabilitation Services
1001 Huron Road
Cleveland 15, Ohio

Federation Employment and Guidance Service
42 East 41st Street
New York, New York

Senior Consultants of Nassau County
91 Main Street
Hempstead, Long Island, New York

Jewish Vocational Service
10 North East 3rd Avenue
Miami, Florida

Job Consultant Age Center of New England
Hotel Vendome
160 Commonwealth Avenue
Boston, Massachusetts

Tucson On Call Employment Reserve
33 West Congress
Tucson, Arizona

Over 60 Employment and Counseling Service
of Northern Virginia
300 North Park Drive
Arlington, Virginia

Senior Personnel Employment Committee
50 Quarropas Steet
White Plains, New York

Jewish Employment & Vocational Service
705 Olive Street
St. Louis, Missouri

Over 40 Service, Inc.
120 West 11th Street
Charlotte 66, North Carolina

Perhaps an organization to which you belong would like to take this on as its "project of the year." Although, of course, you will understand that this service, once started, would continue as an effective on-going project in all ensuing years. Many organizations have successfully launched such employment services, and a number of individuals have done the job, virtually single-handed, with the help of loyal friends.

Read the manual. See what an opportunity presents itself here.

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Why The Need Today?

We are keeping people alive longer—and yet we find less use for them. This is the dilemma of the aged. Our medical miracles have raised average life expectancy to 69.6 years, just about twice what it was when our country began [35.5 years in 1789].

“But what good are all those added years, if no one has any use for us?” asks a man of 58 who has been vainly trying to get a job.

“Are we being kept alive just for the junk heap—to be cast aside like old automobiles?” asks a woman in her sixties.

Thousands of older men and women throughout the country, perhaps many in your community, are but asking for a chance to stay in the mainstream of American life. They want to be productive, to be useful, not just to vegetate. And they have abilities. Repeated studies have shown that older workers perform their jobs as well as younger workers, and are markedly superior in reliability, dependability, loyalty, thoroughness and responsibility. Yet archaic prejudices still militate against the older worker and many find it virtually impossible to get work when they are over 65 and difficult enough when they are over 40.*

In this human need lies your opportunity. This manual sets forth, in simple steps, how you—and a group of friends or associates—can start a voluntary employment agency in your town for older non-executive men and women.

*For a full discussion of the plight of the aged in our society, and a helpful blueprint by which the individual can enhance his security and happiness in later years, see *A Brighter Later Life*, by Howard Whitman [Prentice-Hall, 1961].

Step 1

Getting Oriented To Do the Job In Your Town

Before you can start to do an effective job for the older workers of your community, you will need to make a thorough assessment of your local situation. A few weeks of careful preparation can be the firm foundation of your future success. Its importance can scarcely be overrated.

There is nothing very difficult about finding out how much help your town needs. All you need to do is talk to some people who are in a position to know the situation first hand.

Some People You Should Meet

For a starter, go see the directors of the private and government employment services in your area. Tell them what you are planning to do, and ask them frankly for their advice. They, in turn, should be able to tell you about their experience with “over 40” job applicants—what difficulties they have been facing, any special local problems, and just where large commercial or government employment agencies are unable to cope with these problems.

In the course of these conversations you will discover:

- How many older people have been looking for jobs.
- The kind of work they want. Part-time? Full-time?
- The kind of jobs they have been able to get.
- The general nature of the skills they can offer the business community.
- Which age groups have the greatest difficulty finding work.
- How much help they are getting now—and from whom.

When you are asking around this way, make it very clear from the start that you are interested only in helping people—not in starting a business for yourself, or in making money. These experts will be much more helpful if they are assured that you have no intentions of exploiting the older labor market, and they will be happy to give you a good thumbnail picture of the over-40 situation.

Get Both Sides

Now you're ready to dig a little deeper. If your town has a Chamber of Commerce, or Board of Trade, check with its manager. He deals constantly with business and industry, and can give you an insight into how they feel about hiring older workers in general. Ask him about industry's specific retirement and employment policies that affect the problem. Get him, also, to arrange some introductions to the personnel managers of local companies, the "big hirers" in your community. They, in turn, will tell you ahead of time how they are likely to receive your efforts once you're in operation.

Resist Discouragement

The picture may not look quite so bright now as you expected. Some of the people you have talked to may even have advised you *not* to go ahead with it. But don't get discouraged. Keep digging—and, above all, make your own evaluations. You know what your goal is. Don't let yourself be talked out of it by sceptics, or occasional "professional jealousy."

Check with your community welfare agencies—both municipal and private. Talk with officials at your United Fund, Community Chest, Jewish Federation, the Welfare Planning Organizations.

Most states now have councils on aging which might supply helpful information.

Seek out oldsters themselves in groups like the Golden Age Club [remembering that these are primarily social organizations, and may tend to draw members who have no interest in working at a job]. Talk to some ministers, who will know of many problems at first hand.

Build a Background

While you are gathering in this know-how, you'll notice that two things are happening. First, of course, you are outlining the nature of the problem you plan to attack. But equally important, you are meeting a number of people you will be dealing with again in the future—people you'll want to turn to for more help, people you'll want to refer some of your applicants to for special assistance you can't offer them. The contacts you've been making this way, at the very beginning, will turn out to be invaluable to you in the months to come.

At this point you can make a realistic appraisal of your town's need for the kind of help you can give. If the signs say that you can be useful, you're ready to go ahead and take step number two.

Step 2

Before You Hang Out Your Shingle

Forming the Nucleus of Your Own Organization

Before you can hang out your shingle, you have to establish a working organization. Just what form it will take depends on your own local situation—there is no single “right” answer for all instances; no *one way* to go about it. There are several effective ways.

Sponsorship

First you have to decide whether to go it alone, as a new and completely independent group, or whether to form an affiliation with some established group or groups, in order to draw on their position in the community, membership, or financial support.

Depending on the kind of sponsorship available to you, you can find it worthwhile to join forces with others in some way. In some towns a women’s club, or the Junior League [with their large resources of volunteer workers] have decided to take on a project like this, running the operation under the auspices and absorbing its expenses in their budget. If you belong to such a group you should look into this possibility.

If you can’t find (or don’t want) a direct “patron,” and prefer to set up a new organization specifically designed to serve your pur-

poses, it is still a good idea to have some form of sponsorship. There is nothing to be gained by starting out as an “unknown,” particularly when you can have the moral support of other civic groups of long standing in your town. Your cause will be stronger if you can borrow weight and stature from:

- Businessmen's groups—Rotary, Kiwanis, Chamber of Commerce, etc.
- Women's clubs and civic organizations.
- YMCA, YWCA.
- Fraternal orders.

Pick the organizations you think would make good sponsors for your group. Then go to them and explain what you want to do and how you plan to go about it. Ask them to lend their support by acting as sponsors.

Example: A volunteer group in Tucson, Arizona, known as TOCER [Tucson on Call Employment Reserve] started with a list of ten sponsoring organizations, later garnered four more. Among them Elks, Catalina Junior Women's Club, Tucson Community Council, Council of Jewish Women, Tucson Woman's Club, YWCA, YMCA.

Once organizations have agreed to sponsor, you can list them on your letterheads and other printed material, draw volunteer workers from their memberships, possibly even enlist some financial support. As sponsors they can provide a speaking platform for you to address their members, and through them you can reach many important people with the story of your work—people who can help you directly, or at least spread the word of your efforts.

To the extent that it does not interfere with their own activities, or with their own reasons for banding together, almost any civic-minded group can be persuaded to lend the weight of its name and organization to your activities. How widely you spread your sponsorship is entirely up to you. You may base your decision on the kind of cooperation and assistance you are offered by those groups you call upon. Once you have established what you consider to be sufficient community backing for your project, you can turn your attention to gathering around you the people who will actually be doing the work.

Your Key People

The form of organization is flexible. You can tailor it to your own needs. There are, however, certain elements which you will want to include, in one form or another. You will need:

- *Officers* [president, secretary, treasurer, etc.]—people who will undertake responsibility for specific duties of a continuing nature.
- A *Board of Directors*—a group empowered to make the major policy decisions from time to time; to set the main course for others to steer.
- *Advisors*—a pool of special skills and talents that you can draw upon when you need extra help with some particular problem.
- *Staff*—the people who do the day-to-day work.

The Board of Directors

You should begin by lining up your Directors. They are the “big guns” in your arsenal of personnel. From their ranks you may draw some, or all, of your officers. Their names will grace your letterheads. Their stature in the community will lend weight to your organization, and open many doors. Their collective intelligence will be the first place you turn for guidance in formulating basic policies.

For all these reasons you should pick your Board of Directors with care. Seek out men and women whose leadership in the community is already established and well known. But avoid those whose prime civic motivation is personal aggrandizement. You want a board that will work, not just pose for newspaper pictures.

The kind of people you need probably will not rush forward to volunteer, so be prepared to do some recruiting. Go to them, explain what you want to do, and how, and sell them on the idea of joining with you. If they are the right ones, they will respond with enthusiasm for your efforts. If they don’t “get the bug,” it is better to pass them by than to load the board with directors who have no real desire to direct.

Remember that this will be a working board, not just an impressive group to “front” for you. The variety of their backgrounds will enhance their value to you. Special skills and talents which are valuable at this policy level include:

- *Heads of business organizations*—Chamber of Commerce, Board of Trade, etc.
- *Leading businessmen*—company presidents, store managers.
- *Employment experts*—agency directors, corporate personnel managers.
- *A banker*—who knows many people and may act as treasurer.
- *A lawyer*—this is a must. You'll need his counsel in designing your basic organization and drawing up your by-laws. He can advise you on how to achieve tax-free status, and how to avoid the pitfalls of legal liability in the business of employee placement. He can answer your clients' questions about social security restrictions, pension rights, etc.
- *Ministers*—who are experts in the art of dealing with people.
- *Newspapermen*—or other writers who can guide your publicity campaigns.

How big your Board of Directors should be is pretty much up to you. Established groups like yours have had as many as 30 Directors, and as few as ten. As long as the members are all willing to work, and don't duplicate skills and responsibilities endlessly, there is no set limit to the practical size of a board.

Examples: A group in White Plains, New York, known as SPEC [Senior Personnel Employment Committee] operated efficiently with a Board of Directors numbering 30. In Montclair, New Jersey, the Senior Citizens Placement Bureau set up a Board of 20. In Charlotte, North Carolina, the Over 40 Service group established a ten-man Board of Directors, including an insurance man, an attorney, a minister, an advertising man, a sales manager, a hotel man, two company presidents, and two owners of businesses.

While membership on your Board will probably not be the sole interest of most of the Directors, their desire to be active is vital. They will meet regularly [once a month is customary, at least at the beginning] and will make the final decisions about a wide variety of things affecting your operation.

They will help you decide on a name, for one. They will help you tackle the problem of finding office space, set basic policy on money matters [more on this point later], help set office hours, and

make the final determination on a seemingly endless series of operational problems that are bound to arise.

For instance: You will have people call you looking for baby sitters. Should you attempt to run this kind of service? What about domestic help? Which age brackets should you serve? And what do you do with younger applicants?

*Or—*somebody whose help you need [say, a large personnel department manager] is not being as cooperative as you would wish. How can his attitude be changed for the better? How can you improve your publicity in the newspapers? All these are matters for your Board of Directors—and a good board can help solve them quickly and efficiently.

Money will be a recurring problem, and there may be times when you will want to turn to your Board of Directors for personal contributions to tide you over. If you think you will ever want to ask them for money, don't hide this fact from them when you ask them to join. Level with them at the beginning—just make it perfectly clear that you are more interested in their talents than their check-books, and that "Board Member" is not a hollow title awarded to cash contributors.

If they take their positions seriously, a few months of wrestling with your administrative problems will show them when their desire to serve should take the form of a donation. As long as you don't rely on them to support your operation singlehandedly, you probably won't even have to ask for their contributions. They'll know when their help is needed.

The Advisory Board

Standing behind your Directors should be another group of special individuals—an Advisory Board to which they can turn with special problems that call for specialized knowledge. These advisors will be people who can volunteer to take on specific tasks as they are needed. They may help train your volunteers. You will have run across many of them in the course of your legwork at the beginning—at your local medical association, state and private employment services, colleges and universities. Some of them will be people you approached originally to serve on the Board of Directors, but who could not give enough time to that particular job. Get them to lend you their skills as Advisers instead.

The Advisory Board is not expected to give as much time to the

job as the Directors. It may not meet as a group more often than once a quarter, but its members must be “on call” whenever their particular talents are needed. They should not, in general, be thought of as a source of financial aid. *All you should count on from Advisers is advice*; plus some rather specific services. They may turn out to be the key people in your operations.

When you have filled the rosters of your boards you will have the superstructure of the organization established. In a later section we will discuss the staffing of your office with the people who will be doing the day-to-day work.

Costs of Operation

Even though you will be a volunteer group, you cannot live in a financial vacuum. Any successful operation needs money to do its work. Just how much you will need to meet operating expenses will depend on your own individual circumstances, but the most important thing at the start is to draw up an honest, realistic budget estimate. It must reflect consideration of such costs as:

- Office space
- Office equipment and supplies
- Telephones
- Staff expenses

This is the time to sit down with your Board of Directors for a session of hard-headed estimating. Resist the temptation toward wishful thinking about costs, and try to figure out just what your actual expenses will be, bearing in mind the points outlined in the following paragraphs.

Office Space

You won't need anything elaborate, but the nature of your work will impose certain requirements on your choice of a headquarters. Its location can be important. Don't make it hard for applicants to get to you. Find a place that is convenient to public transportation.

You don't have to be right on the street, as a store does, but you should avoid too many stairs. Remember who your clients will be and don't go above the second floor if you can help it.

The amount of space you'll want deserves some consideration,

too. You need enough room for your desks and telephones, and for filing cabinets where you can keep your records. In addition to your own working area, there are two special aspects of your work for which you should provide space:

One, since most of your job applicants will be coming to see you in person, you'll need some place where they can sit comfortably while they're waiting to talk with you. And, *two*, you must make some provision for privacy in the area where you will be doing your personal interviews. A second room for conversations is highly advisable, but if you can't have it, make provisions for partitioning off a corner for this important purpose.

Office space can cost you a lot of money—or none at all. This is the time for your Directors to exercise ingenuity and influence. Before you decide to rent space, take a good look into all the possibilities of finding someone to donate it. Try your sponsoring organizations, a church, local real estate people, or individual property owners who can be interested in your project.

Examples: On Long Island, New York, a theatre owner gave two unused rooms in the upstairs of his building to a group like yours. In Arlington, Virginia, the County donated an air-conditioned office in its parks and recreation agency building. In Tucson, Arizona, free space was found in the City Hall Annex. In Charlotte, North Carolina, a real estate agent donated an entire building.

If you find that you must pay rent in order to get proper facilities, make sure that your budgeting makes an adequate provision for this cost.

Office Equipment and Supplies

Fortunately you will have no special equipment needs. Desks, chairs, a typewriter, file cabinets, and a couch or bench for waiting will get you started nicely. None of these need be elaborate, or even new, and with any kind of luck at all you should be able to find donors to provide most of them.

Don't overlook your need for stationery, envelopes, and printed forms. These will be discussed later, but their cost should be included in your initial budget since they are an essential element in your ability to operate efficiently.

Telephones

If you can possibly afford it, have two phones—and two lines—so that you will not have your wire tied up too often. There's not much point in operating if people can't get in touch with you, and much of your business will be conducted by phone.

Your Working Staff

The office must be manned on a day-to-day basis by the people who will make the whole operation work. These are your volunteers, who will answer phones, meet applicants, arrange appointments, do the filing, put out mailings, and handle all the details of the operation. Before you open your doors, you probably will arrange a training program for your volunteer workers. Your advisors with vocational guidance and personnel backgrounds can help you here. Include advice on interviewing applicants, talking with employers, record keeping and referrals to other social agencies for special assistance.

You can draw working volunteers from a number of sources. You'll find some among the membership of your sponsoring groups. Your own personal friendships will provide others. And don't overlook the volunteer possibilities of your job applicants themselves. Many of the people [perhaps 50%] who come to you for jobs will be looking for "something to do" as much as they are seeking a source of income, and they can find satisfaction in working with you. A number of groups like yours require some office assistance from their job applicants as a condition of service.

How much time a volunteer gives each week will vary. Some will work one day, some half-a-day, others two or three days. Because voluntary work varies considerably, it is important that you provide some method of continuity for your efforts. [Senior Personnel Employment Service in White Plains, New York, requires its volunteers to keep an office diary listing all contacts, actions, results.] There must be someone who can give virtually full-time service and direction. It may be yourself, or it may be a permanent secretary who is paid for her services. Most groups which take on a paid staff worker find they can fill the job from the ranks of their own applicants.

A word here about office hours. It is seldom necessary to have the office open for a full working day, five days a week. Other groups

have operated successfully on half-days, or even as little as two mornings a week. You will want to adjust your operation to fit your own convenience—and that of your clients.

The one vital factor about office hours is to be sure that they are regular, and that, once established, they are kept.

Raising the Money

It may sound as though all this would be expensive, but don't believe it. One highly successful service operated on an annual budget of only \$704—using donated office space and a completely unpaid staff of volunteers. Another, with rented offices and paid secretarial help, managed on just \$2,200 a year. A group with a “high budget” for this type of operation spent \$4,000 a year. Even if you have a minimum amount of luck in avoiding expenses, you should be able to launch a going concern on an annual budget of \$2,000 to \$3,000.*

This should not prove insurmountable when you and your Board turn to the problem of where to raise the capital to open shop. In the beginning your funds will probably have to come from:

- *Contributions*—by interested individuals or groups.
- *Your sponsoring organizations*—who can support you from their own funds earmarked for charitable uses.
- *Membership dues*—some groups like yours issue “supporting memberships” to individuals or organizations, and to businesses and companies which use the service. A few are organized on a direct membership basis, whereby the people looking for jobs are asked to join and pay modest annual “dues.”

Your Board of Directors should choose the system [perhaps a combination of these elements] which will best produce your initial funds. Then, after you have been operating for a year or two and have established yourself and your service in the community, other avenues of income will become open to you. You may be able to join in with a Red Feather, Community Chest, or other general charity campaign. Or, as a recognized independent charitable organization, you may want to conduct a separate fund drive of your own.

* See TOOLS OF THE TRADE, A, Page 43, for three actual budgets, one small, one medium, one large.

At no time, however, should you charge a direct fee for job placements. You are not a commercial employment agency, and you never should be. Any attempt to make your operations themselves produce revenue goes counter to the basic premise that yours is a nonprofit, noncompetitive community service.

Step 3

You're Open For Business

The six months or so you have spent laying your careful foundation are now about to pay off. You've found your home, raised your working capital, rounded up the help you'll need, and scheduled and trained your volunteer workers. You're ready to open the doors and go to work. From now on your concern will be the day-to-day business of helping other people. Now you can turn your attention to all the details of actual operation. Let's look first at the people you'll be helping, and the conduct of your dealings with them.

Handling Applicants for Jobs

There will be an almost endless variety in your clientele. Each case will be highly individual. But it is essential that you set up a systematic manner of handling applications. In spite of your clients' specific differences, there are certain basic things that you must be prepared to do for all of them.

The Interview

This is the all-important first contact between you and the person you want to help. It is a two-way process. On the one hand you will

use it to gather detailed information you'll need to make proper job placements. On the other, the applicant will be using this opportunity to size you up, and to decide whether he wants your help.

Because the initial interview will form the basis for your future dealings with each individual applicant, it is important that you give special consideration to who does the interviewing. Don't leave it to just anyone who volunteers to help. Interviewers must be screened carefully. They should have had considerable experience with your whole operation, and it is preferable that they sit in with experienced interviewers for a while before they start dealing with applicants on their own.

You will be trying to accomplish several things when you first talk with a job applicant. You are getting acquainted, and making a friend. You are trying to instill confidence—in your ability to give help, and in the applicant's ability to use it. And you are garnering a great deal of information.

Some of the things you need to find out are simple details. And some are important facts, not easy to determine. You'll want your data on each applicant to include:

- *Name, age, marital status, address, phone number*—the details of basic identity.
- *Working background*—the kinds of jobs they have held in the past; where; for how long; special skills; supervisory experience, etc.
- *Education*—their formal schooling plus any special courses or job training.
- *The kind of work they are looking for now*—part-time, full-time, seasonal? In what occupational fields will they accept jobs? Will they decline certain types of work?
- *What are their particular restrictions?* Any physical limitations related to lifting, standing, hearing, eyesight, stair-climbing, etc.? Any special disabilities?
- *When are they available for work?* Days, nights, weekends?
- *Do they have transportation of their own?*
- *What are their financial needs*—total, or supplemental? Are there any maximum limits that would endanger social security or pension payments?

Application Forms

To record this information you are going to need an *application form* to be filled out for each client. This will become the basic item in your record-keeping. It is, as it were, your inventory. The application form should be as simple as you can make it, yet it must contain the vital information you are going to need. Work out a form that fits your particular needs and the filing system you intend to set up [see below]. You may have the forms turned out on a duplicating machine to save money, or, if you have the budget [or, better still, a friend or sponsor in the printing business] you can have them printed.*

You may find it better to have the interviewer fill out this form during the course of the interview, rather than giving it to the applicant to do by himself. Older people require some special considerations. They are past the age for impersonal, mechanical processing. They may come to you after being rebuffed by somebody's personnel department, and they may be out of practice at applying for work. The person who has been retired after 25 or 30 years of service has not had to look for a job in a long time—and probably didn't go through a modern hiring procedure the last time. *Try not to start off by throwing cold questions at your applicants.*

Fortunately, older people generally like to talk, and the skilled interviewer will manage to couch the procedure in the terms of a friendly conversation. Rather than read off a series of questions, he will ask the applicant to "tell me about yourself"—*and give him enough time to do it.* [You should be prepared to have interviews last about an hour, on average. But be ready to conclude the interview when you have the information you need; some of your applicants will be tempted into your office for social visits.]

In the course of this conversation, the applicant will usually offer more information than you could elicit with questions, and you will have easy opportunities to dig deeper into any areas where specific questions seem to be called for.

There will also be some points that you may have to judge for yourself. People are sometimes reluctant to admit to physical shortcomings. It may be up to you to evaluate their general strength, and

* For your guidance in working out your own application form, you will find a few samples in *TOOLS OF THE TRADE, B, Page 44.*

estimate just how their hearing, eyesight, and age itself may affect their ability to perform on the job. *You owe it to all concerned—yourself, the applicant and the employer—to do this kind of screening.*

At the end of a well-conducted interview you will also be able to make some character evaluations of the applicant. On most application forms there is a blank space, usually on the back, where the interviewer's confidential remarks can be entered. These notes on the person's *appearance, capacity, dependability, and adaptability* are sometimes more important than the mere outline provided by the filled-in blanks.*

After the form has been completed [but before you add your own comments] the applicant should be asked to sign it. Your lawyer can help you draw up a qualifying clause stating that the information provided is true and that it will be held confidential between you, the applicant, and the prospective employer. The applicant's signature at the end of such a clause gives you the right to proceed to look for a job for him, and helps protect your interests if it turns out that he has misrepresented himself to you.

Keeping Useful Files

It is not enough to put all your applications in a drawer. They must be filed in a way which will help you do the job. As you progress you'll devise special methods that fit your particular situation, but usual procedure is something like this:

- *Applications* are filed alphabetically by name. This is the permanent source for the full picture on each person.
- *Job classifications*—a separate card file is kept by type of job: secretary, machinist, bookkeeper, salesman, etc. As each applicant indicates his skills and choice of job, his name is entered on the appropriate classification cards. Then, when an employer calls asking for a bookkeeper, say, a look at the "Bookkeeper" cards shows instantly which of your applicants can be considered for the position. Unless you have some cross-reference file like this, you have to rely on your memory alone to fit

* One agency tries to comment on these qualities as notes are made about the applicant: sincerity, enthusiasm, inner drive, loyalty, ambition, decision-making ability, speaking ability, writing ability, creativity, interests, initiative, maturity, compatibility, judgment, positive-thinking.

applicants to jobs—and with more than a hundred applicants the memory is just not good enough.

As your system of operation refines itself, there will be other special records you'll want to institute. We will have more to say about them later, but at the start these two basic filing categories will enable you to handle applications effectively with a minimum of paper work.

The Question of References

As soon as you ask an applicant about past working experience, you open the door to what can be a troublesome field—references. Some people have references they are anxious to use. Others have none, for a variety of reasons. Some would much rather not have their previous employers contacted at all.

There is some difference of opinion among groups like yours on the subject of references. Some organizations simply take references if offered, but make no issue of the matter. Others offer to check references for employers, if asked to, on the grounds that this is an additional service they can offer. Others take the position that this is a job which the employer should do himself, since he will have to make the final evaluation of the applicant.

Eventually you will develop your own policy on references, and your handling of them will probably vary from case to case, depending on specific circumstances. Perhaps the best way to start is this:

- Ask the applicant if references are available. If he says no, leave it there. A prospective employer can press the matter later if it seems important to him.
- If the answer is yes, note it on the application form. Whether you go beyond this, and take down the actual data, is up to you. This can always be done later, if the need arises.
- Ask the applicant for permission to give reference information to prospective employers, if it is requested.

If you do no more than this, you are still in a position to offer a mutually advantageous service, and you have not intruded yourself too far into the hiring process itself.

The basic question involved in your handling of references relates to your underlying attitude toward your own position in getting employees and employers together. To what degree are you

prepared to vouch for the employee? Do you intend to imply that you certify him for a job, or do you prefer to serve primarily as a “matchmaker,” leaving the responsibility for the hiring decision entirely up to the employer?

It is probably best to avoid the implication that you offer any guarantees regarding your applicants, at least until you have considerable experience in the field under your belt. This is a good point to talk with your lawyer, as well as with your Board of Directors. State and local employment laws vary widely, and your lawyer can apprise you of the legal aspects of your local situation.

Some Things NOT to Do

There are some other “danger areas” that should be considered. You have set yourself up in the business of helping older people. But bear in mind always that the only help you are equipped to offer is the finding of useful employment for people who are essentially stable and healthy.

Before you are in operation very long, you will begin to have other kinds of problems brought to you. There are people who are *unemployed*, and then there are those who are *unemployable*. You will surely draw some of the latter in the normal course of your business.

Resist the temptation to be led into deep waters by your human desire to help those you really have no business helping—*alcoholics*, the *senile*, the *chronically ill*, the *mentally unsound*. They will come to you looking for work, but the vastly greater extent of their problems will sooner or later reveal itself to you. When it does, you will have to take a different tack. *Remember, you can weaken the effectiveness of your organization, and endanger its ability to do the right job for the right people, if you dabble in the wrong kind of assistance.*

The only thing you can do for your “problem cases” is to put them in touch with other agencies which are properly equipped to help them. You already know welfare people, ministers, doctors, health workers. Some may serve on your Advisory Board. You met them during your orientation phase before you started. Use those acquaintanceships now—for referral of people with special problems. Don’t delude the problem applicant, or yourself, that you can offer him help when you can’t. Be honest with him, and send him to the right place for assistance.

Getting Applicants into Your Shop

You may wonder where all your applicants are going to come from. How are they going to know about you? You'll be surprised at how fast the word will get around, but there are some steps you should take to help it along.

Make sure that everybody in your area who now deals with employment knows about your services. The various government employment services should be happy to forward their older applicants to you, even though they may continue to make their own efforts to place them. Since you are noncompetitive, there is no reason why commercial employment agencies should not send people to you also. After all, they make their money off easier placements, not the more difficult cases. And the older applicant presents problems that the average agency is not prepared to handle.

The community's welfare organizations will turn up people who need your assistance, and they should be encouraged to tell them about you.

How far you can go in developing a good working relationship with all these other organizations will be up to you, and to your local circumstances. But they should always be considered as one of your primary sources of new applicants.

Publicity

Never underestimate the value of publicity. With a little effort on your part, your story can be told, not just once, but again and again—

- In *newspapers*
- On *radio*
- On *television*

Let's start with newspapers. Early in the game, as soon as you begin organizing, make it a point to meet the editor or editors, if you have more than one paper in town. Don't be shy about it. News is made by the things people do, and you are going to do something. Tell him what it is, and try to work out in advance a campaign of news [publicity] stories which will follow the development of your organization.

"New Group Forms to Help Older Workers," your first headline might read. "So-and-So Named to Head Over-40 Job Service,"

“Leading Clubs Sponsor Project,” “Office Donated by.....,” “Chamber of Commerce Praises Employment Project,” the series could continue.

The social pages might carry a story when “Luncheon Meeting at Woman’s Club Recruits Volunteers.” There can be pictures and captions when “Rotary President Presents Check,” or “Board Meets to Map Campaign Against Age Barrier in Industry.”

The people you’re working with are newsworthy. The things you are doing are newsworthy. Just how newsworthy, and how often, is something the editor will tell you.

He will also help you work out the mechanics of getting the story written. You probably won’t be able to count on one of his reporters being available to you, but the editor can sit down with your own publicity chairman and outline what kind of stories, in what form, he’ll be happy to run for you. Follow his advice, make it easy for him to help you, and by the time you open shop anybody who reads the papers will know who you are, where you are, and what you are trying to do.

Don’t overlook your local radio stations, regardless of how successful you may be with the newspapers. Radio is an important fixture in the lives of many older people. Go see the station program directors, and ask about:

- *Interview programs*, where someone from your group can tell your story.
- Any *special programs* directed toward older listeners.
- How to get your activities mentioned on *regular newscasts*.

In general, the same activities that are of interest to the newspaper are possibilities for mention on the radio. Again, the best counsel will come from the station itself.

There is also a possibility that you can get free “spot” announcements. All stations are required by law to offer a percentage of their air time to “public service” announcements. Some stations have special “Community Bulletin Board” programs that specialize in plugging services available to the public, and you should ask about getting yourself included in these mentions. Early morning hours are times when older people tend to be listening—and when stations generally have trouble selling advertising—so ask if any of this time could be made available to you.

Television offers fewer over-all prospects for you, but what is

available can be highly valuable. Like radio, there are public service requirements TV must meet, and this can open the door for you to arrange an interview occasionally between some of your personnel and a local TV personality. Also make it clear that you are available to participate in any special programs dealing with older people and their problems, if and when the station should happen to schedule them. A short meeting with your station program director will quickly let you know when and how you can use television.

Your Own Literature

Aside from the public media, you will always be able to fall back on your own arsenal of printed material. Aggressive direct mailings have proved useful to almost all active groups in your field. They need not be fancy. Once you have designed and printed your letterheads, the combination of your stationery and a mimeograph machine will produce a variety of effective mailing pieces. For instance:

- An *introductory letter*, briefly outlining your services and how to contact you, can be sent to all the employers on your Chamber of Commerce roster.
- A *special letter* can be put out to retail merchants before the Christmas season, offering your aid in finding extra sales help for them.
- Some groups send out *monthly bulletins* to selected employers, listing a cross-section of the job skills currently on tap among their applicants.

Example: The "Over 40 Service," in Charlotte, North Carolina, has sent out a monthly bulletin to 500 employers in Mecklenburg County. The list was garnered from a manufacturers' roster of the Charlotte Chamber of Commerce. Twenty job applicants were listed, ten men and ten women, with a thumbnail summary of their skills and experience. Over 75 per cent of those listed have been given jobs.*

As you get better established, you may want to collect your story in a pamphlet. Your own imagination, the graphic skills of your

*To get an idea of how your organization could work out a special bulletin to employers, see the samples of actual bulletins in **TOOLS OF THE TRADE, C, Page 50.**

associates, and your budget, are the only curbs that limit what you can do with such literature. Experience will furnish plenty of ideas, and show you where this tool can be used most effectively.*

Talking It Up

Of course, the best way to sell anybody on anything is in person. And you will find ample opportunity to do your own publicizing, if you look around. Businessmen's groups like Rotary, Kiwanis, and Jaycees meet regularly, and they always have some kind of speaker to address the membership. So, step right up and tell your story. If these groups are among your sponsors, you have no problem. If not, get in touch with the organization's president and tell him what you want to talk about, and why. You will find among your volunteers some man or woman who is adept at this sort of speaking. Spread the word to:

- The Chamber of Commerce
- Fraternal organizations
- Women's clubs
- Church groups
- The Golden Age Club, The American Association of Retired Persons, or other "oldsters" organizations

A continuing schedule of talks, to almost any group that gets together regularly, will give your work word-of-mouth promotion. The people you talk to will, in turn, tell their friends—people who want jobs, people who have jobs to fill, people who will volunteer to help, people who will make financial contributions.

If you use these "publicity" techniques, and continue to spread the word over a period of time, you should have no trouble generating enough job-seekers and job-givers to keep you healthily in business. Before we proceed to the question of actually "making the match" with an employer, one final note about the applicant.

Getting the Applicant Ready to Go to Work

Since you are dealing with people—and particularly with people who need help—the employment process requires a little more than

* See montage of various pamphlets and organization literature in TOOLS OF THE TRADE, D, Page 55.

just keeping records and answering phones. Your applicants come to you because they cannot find jobs without you. Or, perhaps more often, because they cannot *hunt* for jobs without you.

In a great many cases, you will be helping somebody re-enter the world of business after an absence of many years. Even if some have worked recently, most of your applicants won't have taken on a *new job* for some time. They will need more than just an introduction from you, if your help is going to be really effective for them.

Older workers need confidence, and you can give it to them: Confidence in their own abilities to perform. Confidence in their ability to adapt to new people and new tasks. Confidence that they can put old, sometimes rusty, skills to work again; or even talents which they had not recognized were salable. Confidence in themselves, their personalities, and their ability to meet new people—even one of those strange, frightening creatures called “an employer.” Some of your clients will need your help to overcome resentment caused by recent job-seeking rebuffs. Others may not be ready to accept job opportunities which they feel put them on a status below their previous positions in industry.

You may in special instances wish to help an applicant prepare a resume, assemble samples of his work or compile other facts which his employer will want to consider.

You, or your interviewer, can do a great deal to improve the mental outlook of the applicant through conversation and in “counseling” talks after the initial meeting.* Beyond this, however, his association with your organization will, itself, work toward the same end. In the office he will meet others with the same problem he has. By helping out as a volunteer, he'll see others get jobs. He'll discover that it isn't as “impossible” as he thought. Before long the “sweet smell of success” will buoy up his confidence.

Some organizations carry the process even further. They stress the “getting-a-job-for-others” approach. They encourage applicants to go out on “cold calls” to small businessmen and merchants, looking for employment possibilities not for themselves so much as for their fellow job seekers. Many people who are reluctant to push themselves can develop their powers of persuasion better when selling a friend's services.

* The Welfare Federation of Cleveland holds career clinics for mature women. Office and personnel managers give talks on “presenting yourself,” “office jobs,” “retailing,” “health and food services,” “evaluating yourself,” and “selling yourself.”

All these activities contribute toward the single goal of preparing the applicant for the big moment—when he goes out to meet the employer, and lands the job: And when he performs well, he makes it easier for the next mature applicant.

Dealing with Employers

Now you must turn your full attention to the heart of the matter—finding jobs for your applicants; jobs which from the employer's view are not charity but sense-making business opportunities. This is your ultimate purpose, and the reason applicants have come to you.

No two jobs are the same, but they all have one thing in common. They all belong to some employer. And he's the man you have to go after.

Eventually you will be able to train some employers to come to you when they have job openings,* but you will never be able to operate entirely from your desk. Particularly at the start you need an aggressive, out-of-the-office system for ferreting out employment possibilities for your applicants. This means personal calls by yourself and some of your volunteers.

Use your contacts. Have your Board members call their fellow businessmen and say, "I'm sending somebody around I want you to talk to." Get in to see every personnel manager you can find. Use the Chamber of Commerce list to seek out businesses you don't already know about. Check the Yellow Pages for others.

With big firms you may want to call for an appointment, and to locate the particular man you'll have to deal with. But you may be able to drop in "cold" on smaller businesses and shops. Once you start working at it, experience will show you the most effective approach. Volunteers on these calls can leave literature, and you may find it productive to follow up with a letter, addressed personally to the person they talked with.

Work your telephones. As long as there's a volunteer worker in the office, and one of your two phone lines isn't busy, you have your work cut out for you. Go down the list of classified ads in your local papers and call up every employer who is advertising for non-

*Job opportunities will vary considerably from place to place and from season to season. Common requests from employers: salesmen, bookkeepers, clerks, typists, companions, nurses, rest home attendants, watchmen, telephone answering clerks, maintenance workers, part-time billing clerks.

executive help. See if you can't talk him into hiring one of your older workers. At least break the ice; let him know you have good skills and talents available. Perhaps he'll be willing to talk with one of your volunteers in person, or even to have you send over a few applicants.

Postcards can come in handy, too. A buckshot mailing to employers, with a self-addressed return postcard and some of your descriptive literature, may turn many a trick.

Example: The Senior Citizens Placement Bureau, of Montclair, New Jersey, has sent out bulk mailings to every potential employer in the area. Here is a facsimile of the back of the enclosed self-addressed postcard:

- We are interested in employing a Senior Citizen.
- We are not interested in employing a Senior Citizen.
- We may be interested in the future.

Name of Firm:

Address:

Tel. No.:

Contact:

From returns of such postcards you can build a list of employers to visit personally.

When you call on an employer, try to accomplish three things. First, sell yourself and your services. Second, sell the basic concept that an older worker can be a valuable addition to his employee staff—sometimes even more so than a younger one. And third, be sure that while you're there you get from the employer enough information about his operation so that you will be able to recommend proper applicants for his vacancies.

Don't be discouraged by basic resistance to hiring older people. Expect it. Counter it by citing the special advantages of hiring mature workers. The mention of dependability, stable working habits, low absenteeism, old-fashioned virtues like pride of work, and the inherent tendency to be grateful to get the job, are enough to start the employer thinking in your direction.*

* For help in this connection see *A Brighter Later Life*, by Howard Whitman [Prentice-Hall, 1961], Chapters 13 and 14.

And now—let's look closely at what you will want to find out from the employer.

The Questions to Ask

Every time you meet an employer you have the chance to do some scouting. Make the most of it, because your job is to find jobs, as much as it is to fill them. A little time spent in conversational detective work can pay big dividends later. Some of the things you'll want to find out about the employer are:

- What job skills does he use? What kind of openings is he likely to have? What are the physical demands?
- What kind of plant or office does he have? Might stairways, elevators, odors, noises, temperatures, lighting affect the desirability of the job in the eyes of your older workers?
- Does he have trouble finding any particular kind of help? [And is this the kind of job older people can fill?]
- Does he use any part-time help? What kind?
- Are there any seasonal openings? Does he take on extra help for special purposes? When?
- Is any expansion of the work force planned?
- What are the wage scales? Union requirements?
- Does any company policy prevent hiring older workers? In which job categories?
- From what sources has he been getting new employees in the past?

Because this information is important, you will want to have it on file. Most of it will go on a fact sheet, corresponding to the basic form you make up for applicants. Keep it up-to-date. Make sure it includes basic details [name, address, telephone, and the name of the person who actually does the hiring] plus additional information which can aid you in job placements.*

Other Files to Keep

In addition, most groups find it valuable to keep a card file by job classifications. On one card you list the names of all the firms you

* Get some ideas from sample "employer forms" in TOOLS OF THE TRADE, E, Page 59.

know which hire bookkeepers, secretaries, night watchmen, sales personnel, etc., and are interested in older workers. Using this file as a key, you can begin with an applicant's qualifications, and work through the card file to the individual employers.

It can also be useful to set up a "tickler file" to remind you to make additional contact with employers at some special time. It may be a series of cards, arranged by the month. Or it can be a calendar book where you keep notes. Work this out to suit your convenience, but make sure in some way that you remember to contact employers at whatever time they may have indicated they may have future openings [retail stores in the fall, when they're getting ready for Christmas season; plants and offices at inventory time; businesses opening new branches, etc.].

Getting the Worker and Employer Together

You have been collecting applicants on the one hand, and job openings on the other. You have worked to build up applicants' confidence and get them ready to take a job. Your screening process has been working well, now you have what you think is a "match" — the right person for the right opening. You're almost finished, but not quite.

How you go about putting them together can be very important.

There is more to it than just telling one of them about the other. You have come this far, and you have a responsibility to both parties to see that the matching process is accomplished successfully.

Before you send an applicant to see an employer, let the employer know about it. Call him up and say, "I've got a person here whom I think may be just the one you're looking for. I'd like to send him around to see you." Outline the applicant's qualifications, and be honest about his age and any bearing it may have on his work.

If the employer agrees that the applicant sounds like a possibility, give the job information to the applicant. Brief him on what the job is, how much it pays, the hours, etc. Let him know what to expect from the employer. Both parties are thus briefed on what to expect of each other, and a number of possibilities for misunderstanding have been avoided.

The final step before the applicant leaves your office for his "moment of truth" is to give him a written notation of where he is going. This should include the name of the man he is to see, the

address, the date of the appointment. It may well take the form of an introduction slip addressed to the employer.

Since you will also be interested in knowing the outcome of the interview, the introduction slip can have a space at the bottom for a returnable message, so the employer can indicate what happened. Here is a sample of such a slip used in Tucson, Arizona:

T O C E R
TUCSON ON CALL EMPLOYMENT RESERVE
33 West Congress
Phone MAin 4-3631

Date _____

To _____

Firm Name _____

Address _____ Phone _____

This will introduce _____

For employment as _____

Please check and return Employed

Not employed, Reason _____

Counselor

NO FEE TO EITHER EMPLOYEE OR EMPLOYER

Don't be surprised if the applicants do not always rush back to you with the full details of their experience. Many of them won't. So most agencies have devised some system of checking back with the employer for their own information. Sometimes a phone call will do. Many write a follow-up letter a month or two after an applicant has gotten a job, just to see how it is working out in the long run.* Sometimes you may find yourself in a position to correct a minor irritant which may be a threat to a long-term job.

All these attentions to detail are worth the effort they take. They are the hallmarks of quality that you want your service to have. And they are foundation blocks for the dependability of your work.

Problem Employers—How to Handle Them

In spite of your best efforts, you will run into some people who just won't do business with you—at least at first. Perhaps their resistance to older workers will persist in spite of your best efforts to break it down. Maybe the “big boss” can't be persuaded to change a mechanical hiring process that shuts out your applicants regardless of their abilities.

When you think you have struck out, don't give up without reaching back for help from your friends. There are few really hopeless cases where some member of your board cannot put in a word that may change things. Minds have been changed by conversations on the golf course, and across bridge tables. So, keep trying, and don't take no for an answer on hiring policies—at least not the first time. Even hard nuts can be cracked.

Example: Continued efforts by the Tucson On Call Employment Reserve finally succeeded in getting one bank to raise its maximum age for hiring tellers from 35 to 40—opening the door for TOCER applicants.

Building Esprit de Corps

Yours will be a spirited organization. The business of helping people has its own special infectious quality. You will feel it, and so will your volunteers and the employers you deal with.

You may want to help this spirit communicate itself better to the people you're most interested in, your applicants, by getting together with them as a group occasionally. If you have a membership

* See sample follow-up letters in **TOOLS OF THE TRADE, F**, Page 66.

organization, operated on a club-like basis, you probably have some related social activities already in mind. But no matter how you are organized, you can turn occasional gatherings to good advantage.

Several groups around the country make it a point to invite the people in their applicants file to attend periodic meetings, where they can exchange experiences, form new acquaintances, and share successes. You can easily arrange for speakers to address the group on matters of particular interest to them—perhaps a Social Security official, a pension expert, or a company employment manager, who can explain the qualities he looks for in older employees.

It's a good idea to get your volunteers together occasionally so they are not just names in a card file, but human beings who can draw strength and encouragement from each other.

Remember always that you are dealing with people. And people have a wonderful way of responding to all kinds of friendship. Your office procedures have to be somewhat mechanical, but when you're dealing with people always lead with your heart.

You're in a great undertaking. And you're in for some surprises. One of the best will be the joy you yourself feel at being of service to your fellowman.

Tools of The Trade

IN THE following sections are exhibits of materials prepared and used by successfully operating volunteer services in various parts of the country.

They may serve as guidelines for your own project.

A. *Three Actual Budgets*

Here are three typical budgets of voluntary employment services in various parts of the country.

Tucson On Call Employment Reserve [TOCER] is located in Tucson, Arizona. Its budget of \$900 represents the typical small-budget operation.

Tucson On Call Employment Reserve

[Budget estimate for year ending March 15, 1962]

Telephone	\$350.00
Stationery, office supplies, postage	225.00
Gas and electricity	150.00
Drinking water service	25.00
Repairs to equipment	75.00
All other expense	75.00

Total estimate \$900.00

[Note: Total actual expenditures for the year ending March 15, 1961 – \$704.89.]

Senior Personnel Employment Committee (SPEC) is located in White Plains, New York. It is in the medium-budget group.

Senior Personnel Employment Committee
(1961 Budget)

Rent	\$ 600.00
Secretarial help	800.00
Telephone	300.00
Telephone answering service	100.00
Mailing, stationery and supplies	400.00
	\$2200.00

[Occasional additional grants are used for publicity.]

Senior Consultants of Nassau County is headquartered in Hempstead, New York. Its budget is somewhat larger.

Senior Consultants of Nassau County
[Estimated annual budget 5/23/61]

Office rent	\$ 600.00
Office supplies and services (including two phones)	500.00
Membership in the Long Island Association and the Nassau County Health & Welfare Association [including expenses of luncheons, dinners, workshops, etc.]	250.00
Speakers expenses in addresses to local county service groups, Rotary, Lions, Kiwanis, Chamber of Commerce, etc.	500.00
Publicity and paid advertising for memberships and job placements	2000.00
	\$3850.00

B. *Application Forms*

You will want to gear your type of application form to your own organization. But you may get some helpful ideas from these forms used by organizations already on the job.

Your application forms are your inventory. They are the heart of your business files.

APPLICATION FOR EMPLOYMENT

PERSONAL INFORMATION

DATE _____ SOCIAL SECURITY NUMBER _____

NAME _____ AGE _____ SEX _____

PRESENT ADDRESS _____ STREET _____ CITY _____ STATE _____

PERMANENT ADDRESS _____ STREET _____ CITY _____ STATE _____

PHONE NO. _____ OWN HOME _____ RENT _____ BOARD _____

DATE OF BIRTH _____ HEIGHT _____ WEIGHT _____ COLOR OF HAIR _____ COLOR OF EYES _____

MARRIED _____ SINGLE _____ WIDOWED _____ DIVORCED _____ SEPARATED _____

NUMBER OF CHILDREN _____ DEPENDENTS OTHER THAN WIFE OR CHILDREN _____ CITIZEN OF U. S. A. YES NO

IF RELATED TO ANYONE IN OUR EMPLOY, STATE NAME AND DEPARTMENT _____ REFERRED BY _____

EMPLOYMENT DESIRED

POSITION _____ DATE YOU CAN START _____ SALARY DESIRED _____

ARE YOU EMPLOYED NOW? _____ IF SO MAY WE INQUIRE OF YOUR PRESENT EMPLOYER _____

EVER APPLIED TO THIS COMPANY BEFORE? _____ WHERE _____ WHEN _____

EDUCATION	NAME AND LOCATION OF SCHOOL	YEARS ATTENDED	DATE GRADUATED	SUBJECTS STUDIED
GRAMMAR SCHOOL				
HIGH SCHOOL				
COLLEGE				
TRADE, BUSINESS OR CORRESPONDENCE SCHOOL				

REMARKS:

P
H
O
T
O

LAST
FIRST
MIDDLE

**APPLICATION FOR SERVICE
VOCATIONAL GUIDANCE AND REHABILITATION SERVICES**

MAIN OFFICE 1001 HURON ROAD SU. 1-2944
BRANCH OFFICE 2239 E. 55TH ST. HE. 1-7800

CLEVELAND, OHIO

Date of application _____				(Do not write in this space)							
Who referred you to us? _____				Rec'd. _____							
				Appt. date _____							
				With _____							
Last Name		First Name		Maiden Name		Birthdate		Birthplace			
Mailing ADDRESS: Street No. _____ Street _____						Age		Sex		Race	
City _____ Zone _____ State _____						Nationality			Religion		
Living with		Home Phone		Bus. Phone		Husband/Wife's Name		Marital Status		Number Children	

EDUCATION

School last attended (or attending)	Address	Grade Completed	Date Graduated	Date Quit	
College	Address	Course	Degree	Dates Attended	
School or Special Training	Address	Course	Diploma	Dates Attended	
Are you attending school now? Yes _____ No _____	Are you a veteran? Yes _____ No _____		If YES what duties performed?		

EMPLOYMENT

COMPANY (Last one first)	ADDRESS	DATES	WAGES	DUTIES	REASON FOR LEAVING

SOCIAL SECURITY NUMBER: _____ Are you now employed? Yes _____ No _____

TURN PAGE

What are your interests and hobbies? _____

Physical limitations _____

General health: Good _____ Fair _____ Poor _____

Date of last physical exam _____ Your physician's name _____

Have you had previous vocational guidance? Yes _____ No _____

If YES, where _____ When _____

Briefly state your problem _____

Write any information about yourself which you think will be helpful to us in planning with you.

If you are under 25 give the following information:
Father's full name, his education and occupation _____

Mother's full name, her education and occupation _____

Where should we contact you? Home? Work?	If by telephone, at what hours may we contact you?
By telephone? By letter?	When are you available for appointments?

A FEE IS CHARGED FOR COUNSELING AND TESTING BASED ON ABILITY TO PAY. YOUR COUNSELOR WILL DISCUSS THIS WITH YOU.

REGISTRATION FOR JOB PLACEMENT

LEAVE BLANK

NAME			DATE	SOURCE	FOLDER	D O T
LAST	FIRST	MIDDLE			YES <input type="checkbox"/>	
ADDRESS			PHONE		NO <input type="checkbox"/>	
DATE OF BIRTH		AGE	ARE YOU A U.S. CITIZEN? YES <input type="checkbox"/> NO <input type="checkbox"/>	HOW LONG IN U.S.? <input type="checkbox"/>	HOW LONG IN MIAMI? <input type="checkbox"/>	
Circle last school grade completed			3	4	5	6
			7	8	9	10
			11	12	13	14
			15	16	Abroad	<input type="checkbox"/>
Number of dependents		Number of children		OWN CAR? YES <input type="checkbox"/> NO <input type="checkbox"/>	FLORIDA DRIVERS LICENSE YES <input type="checkbox"/> NO <input type="checkbox"/>	
CHECK ONE	SINGLE <input type="checkbox"/>	WIDOWED <input type="checkbox"/>	SEPARATED <input type="checkbox"/>	PLACE OF BIRTH	OWN HOME? YES <input type="checkbox"/> NO <input type="checkbox"/>	ARE YOU INTERESTED IN VOCATIONAL GUIDANCE? YES <input type="checkbox"/> NO <input type="checkbox"/>
DO YOU HAVE ANY TROUBLE WITH YOUR			EYES <input type="checkbox"/>	HEART <input type="checkbox"/>	ARMS <input type="checkbox"/>	ANY OTHER PART OF THE BODY <input type="checkbox"/>
			EARS <input type="checkbox"/>	LUNGS <input type="checkbox"/>	LEGS <input type="checkbox"/>	
TYPE OF WORK DESIRED			MINIMUM SALARY ACCEPTED			
I authorize the Jewish Vocational Service to verify the above information.						APPLICANT'S SIGNATURE _____

LEAVE THIS SPACE BLANK

LIST LAST JOB FIRST	HIGHEST SALARY	DURATION	LEAVE THIS SPACE BLANK
NAME OF EMPLOYER			
ADDRESS			
KIND OF BUSINESS			
JOB TITLE			
NAME OF EMPLOYER			
ADDRESS			
KIND OF BUSINESS			
JOB TITLE			
NAME OF EMPLOYER			
ADDRESS			
KIND OF BUSINESS			
JOB TITLE			

C. *Bulletins to Employers*

Keeping in touch with potential employers is an effective way of insuring the success of your operation. It keeps employers constantly aware of your existence. Specifically, it tells them some of the workers and skills you have available. Organizations like yours have had remarkable success with periodical bulletins mailed to the employers in their area.

These samples may suggest a type of bulletin for you.

- #115—Extensive clerical background as a timekeeper and Remington Rand Tab Operator—has taken courses in merchandising—wants to get into sales.
- #116—Liquor store sales experience—also had own grocery and delicatessen business.
- #117—Inside and outside sales experience in ladies' handbags—also sales and office background with a manufacturer of leather novelties—purchasing.
- #118—Was a manufacturer of industrial diamonds—now seeks an outside sales opportunity.
- #119—Outside salesman for a number of large paint manufacturers—also outside sales experience for a manufacturer of tools and machine parts.
- #120—Outside salesman for a number of liquor distributors—also was the part owner of a retail liquor store.
- #121—Excellent background in the outside sales of appliances—sold appliances to apartment house builders and real estate owners.
- #122—Work experience as vending machine routeman—got locations, serviced machines, collections—also retail sales experience in leather goods.
- #123—Background as a salesman and purchasing agent with a large retail furniture house.
- #124—Was the diamond buyer for a very well-known jeweler. Also was a partner in a wholesale and manufacturing jewelry concern—at one time managed a retail jewelry store.
- #125—For the past ten years worked as a collector for a department store specializing in appliances and furniture.
- #126—Many years of route sales experience for a number of bakeries serving the restaurant and grocery trade.

Men Available for Clerical Jobs

- #127—Background as an assistant bookkeeper and general clerical worker with plastic converters, electrical supply wholesalers,

and with a dealer of surplus goods—also was the assistant to the vice-president of a large shirt manufacturing concern—able to type.

- #128—Worked as a bookkeeper-typist, general office assistant with a glove manufacturer, and a hosiery wholesaler among others—has also been a sales representative.
- #129—Has worked as a bookkeeper and accountant clerk for a railroad, for a furniture manufacturer, a costume jewelry jobber and a plumbing supply house—also has experience as a timekeeper—able to type.
- #130—Experience as an assistant office manager and assistant bookkeeper with dry cleaning plants—recently worked as an assistant bookkeeper-typist with a distributor of building materials—also has personnel interviewer experience.
- #131—Was the president and general manager of a wholesale millinery concern—did selling, handled production, managed clerical staff—now seeking a modest general clerical opportunity.
- #132—Recently worked as a mail and shipping clerk with a manufacturing jeweler. Also has been a jeweler.
- #133—Most recently was an office manager for a manufacturer's representative—supervised three salesmen—did all the detail involved in shipping—processed all orders—now seeking a general clerical position.
- #134—Many years of experience with restaurant chains as food and liquor comptroller—processed bills, handled accounts payable and receivable—handled inventory—will accept a general clerical job.
- #135—Extensive clerical background in government service covering correspondence, timekeeping, and fiscal items—average typist.
- #136—Had own fluorescent lighting manufacturing business—more recently handled customer relations for a cleaning service—scheduled jobs, called to obtain orders, followed through with accounts.

**SENIOR CITIZENS PLACEMENT BUREAU
60 SOUTH FULLERTON AVENUE
MONTCLAIR, NEW JERSEY**

Monday through Friday 9:30-12:00

Do you have an opening in your organization for one of these applicants currently registered with us?

K-1 ENGINEER: Man, age 75, experienced marine engineer. Excellent work record; seeking full or part time employment.

O-1 MACHINIST: Man, age 78, with 30 years experience in machine shop. Available now for full time job. Will accept other suitable employment.

S-1 STOCK CLERK: Man, age 62, retired postal clerk. Interested in part time work; strong, personable and confident.

R-2 BOOKKEEPER: Married man, age 75, experienced bookkeeper and auditor. Recent references; personable and eager to work.

R-3 OFFICE: Woman, age 65. Excellent work record; intelligent and confident. Types and operates a dictaphone. Recent references.

. . . and many more qualified applicants!

Remember we have people seeking full, part time and spot jobs. Their past experience is valuable to you!

Call us today! PI 6-8360

D. Pamphlets and Organization Literature

You'll want to "go into print" in some form or other to let the community [and prospective employers] know what you are doing and what you have to offer.

Here is a collection of various pamphlets and mailing pieces prepared by organizations in various parts of the country.

THIS IS A VOLUNTEER SERVICE. THERE IS NO FEE.
A COMPANY'S BEST ASSET.

SENIOR PERSONNEL EMPLOYMENT COMMITTEE
50 QUARROPAS STREET
WHITE PLAINS, N.Y.
Telephone ROCKWELL 1-2150

LOOK TO SPEC . . .

For experienced workers in all fields of employment.

The Senior Personnel Employment Committee was organized by a group of citizens — professional workers and laymen — who felt that the senior members of our communities needed help in demonstrating to employers the simple truth that . . .

ABILITY IS AGELESS

SENIOR PERSONNEL EMPLOYMENT COMMITTEE
50 QUARROPAS STREET
WHITE PLAINS, N. Y.
Telephone ROCKWELL 1-2150

ABILITY IS AGELESS

Hundreds of satisfied employers have learned, through men and women furnished by the Senior Personnel Employment Committee (SPEC) that practical experience, enthusiastic loyalty and profit-making skills come with age.

EXPERIENCE:

"When SPEC helped us hire Arnold H. as a part-time bookkeeper," reports a local greeting card manufacturer, "we did not realize how valuable an employee he would become. We soon found that thirty-five years in an accounting firm had given him the experience we needed to coordinate the work of our younger, specialized employees, and we put him on full-time."

LOYALTY:

"Grace R. has put new meaning into the word 'home,'" says the administrator of a convalescent home. "She came to us from SPEC with forty-seven years of loving loyalty as wife and mother lighting her understanding face. The patients love her; so do her fellow workers. She is a great asset as matron of our home. No one, not even Grace, takes time to ponder the fact that she will soon be 72, for we have never had a more capable employee."

SKILL:

"Mr. Bruce had experience with banking and management when I hired him. He has taken over completely for me as manager of my office, acts as receptionist, interviews customers, takes care of office records, filing and correspondence. I have absolute trust and faith in him. I have interviewed many younger workers, and I have had, and still do have, young people working for me. But I have never had with any employee the feeling of reassurance which I get from knowing that Mr. Bruce is on the job," says a local builder.

Stuart B. a retired dentist, is now doing public relations work for a national health agency.

Raymond T., for many years active in real estate management, is now office manager for the local branch of a hearing aid concern.

Janet P., a yeoman of World War I, retired in 1960, is now the prized secretary of a real estate firm in the County.

QUOTES FROM

SATISFIED EMPLOYERS:

The personnel director of a department store: "As a result of the outstanding record of the 8 people we hired during our holiday season, we will continue to look to SPEC for help. The fine sales record, as well as the good attendance record, of these gallant workers is an asset to our store."

Ability
is
Ageless



SENIOR PERSONNEL EMPLOYMENT COMMITTEE
50 QUARROPAS STREET
WHITE PLAINS, N. Y.
Telephone ROCKWELL 1-2150

An insurance company executive: "Because these employees performed so well, our project was completed in record time. We will be happy to recommend to any employer the facilities your organization offers in providing highly qualified and competent help."

A local hardware store manager: "John D. does our monthly billing so satisfactorily he is entering his third year of service with us and we hope he will stay on and on."

A hotel manager: "Arthur J., our front desk clerk, is a favorite of our guests because of his sincerity and dedication to serving them. Believe me, I am all for the senior worker. He is careful, reliable and conscientious."

EMPLOYERS KNOW:

That Senior Citizens stay on the job. SPEC can supply outstanding Senior Citizens who qualify for every type of job — full-time and part-time. Call when you have a job to fill.

We can supply: office managers
bookkeepers
accountants
clerical workers
sales personnel
guards
stock room clerks
cashiers
companions
maintenance men
and many others

A RED FEATHER AGENCY!



No fees or charges to employers—or to members

Who we are, and where located:

The "Over Forty Club" is a non-profit, community service organization, formed to help men and women over forty years of age, who have difficulty in obtaining employment because of an age barrier. We are located in the Chapel of Faith, 705 N. Pine, Charlotte, N. C. Office hours: 9 to 1 Monday through Friday. Telephone ED 3-2788.

Why necessary:

Men and women of responsibility over forty often find themselves unemployed by reason of conditions beyond their own control. Although physically alert and fortified with the "Know How" of practical experience.

How it helps:

First it bolsters morale. A member works — not to find an opportunity for himself alone, but, using the club as a medium, he seeks employment opportunities for all members. He sells — not himself, but the organization.

Benefit to employers:

Through its membership the "Over Forty Club" make available to business and industrial firms a placement service of experienced and well qualified people, who are dependable, willing and able to work and give excellent service regardless of age.

Employers who are seeking mature, dependable and well qualified people, are invited to call on the "Over Forty Club." We now have 110 of our 295 members placed in suitable jobs, where they are giving excellent service.

How financed:

The "Over Forty Club" is financed by donations from members who have found employment, and by a Sponsor Membership, of which Mr. Waldo C. Cheek is chairman.

We believe all civic-minded citizens of Charlotte and Mecklenburg County will realize the need for and the economic value of such an organization, and will be glad to make voluntary contributions for such a worthy cause.

This is everyone's problem. What can you do to help?
APPLICATION BLANK FROM THE "OVER FORTY CLUB"

Date _____

Name in full _____ Soc. Sec. No. _____

Complete Address _____ City _____ State _____

Telephone _____ If this is not your phone, how is it listed? _____

Age _____ Place of Birth _____ Date of Birth _____

Male _____ Female _____ Race _____ Religion _____

Single, Married, Divorced, or Separated _____ No. of Children _____

Do you have any other dependents? _____ If so, who? _____

Name of nearest relative _____ Relation to you _____

Address _____ Occupation _____

Physical Description: Weight _____ Height _____ Complexion _____ Hair _____

Eyesight _____ Wear Glasses _____ Hearing _____ General Health _____

List at least three references and complete addresses:

Are you now employed? _____ Where? _____

What kind of work do you want? _____

How much education do you have? _____

Would you object to night work? _____

What pay do you expect? _____

EXPERIENCE: Last place you worked _____ Address _____

Kind of work _____ Wages received _____ Date started _____ Date left _____

Why did you leave? _____

Next to last place worked _____ Address _____

Kind of work _____ Wages Received _____ Date Started _____ Date Left _____

Why did you leave? _____

Signed

Working together— We help each other

COMMENTS FROM EMPLOYERS

1. I would be happy to recommend the "Over Forty Club." The most satisfactory and efficient help I have ever had has been over forty.

Berniece Woods
Club Colony Shop
2906 Selwyn Ave.

2. I would gladly recommend the "Over Forty Club" to anyone who needs to make a replacement in his organization. I have hired a member of the Over Forty Club and have found her to be dependable, to have a keen sense of responsibility, and mature judgment.

Dan Farquharson
Queens College

3. This is one of those worth while projects that is brought about by the needs of many and the imagination and labor of a few.

Dale Cochran
Herald Press

Officers of the "Over Forty Club"

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Mr. A. M. Corson, Vice-President
Mrs. Doris D. Marcotte, Secretary

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Rev. Roscoe B. Fisher *Rev. Earle H. Fisher*
Rev. R. Marshall Wilson, Chaplain

This folder was designed by Mr. Harry A. Timmis, a club member.
This copy was prepared and donated by friends of the "Over Forty Club."

E. *Employer Forms*

Just as your application forms provide you with an inventory of older people who want to work, the Employer Forms provide you a file of employers who want workers. You need both if you are to do successful “match-making.”

Again, your employer forms can be designed to your own needs and provide such information as your organization finds useful. Design your own—but, in doing so, these samples may provide ideas.

TOCER

33 E. CONGRESS
TUCSON, ARIZONA
MA 4-3631

Date _____

Employer Request

Ask for _____

Firm Name _____

Address _____ Phone _____

Kind of Business _____

Work Description _____

Hours _____ Wages _____ Age _____

Remarks _____

Order Taken by _____

FIELD REPRESENTATIVES REPORT

DATE: _____

FIRM: _____

ADDRESS: _____ PHONE: _____

TYPE OF BUSINESS: _____

INDIVIDUAL CONTACTED: _____

REMARKS: _____

REPRESENTATIVE _____

OVER 40 SERVICE, INC.

618 South Tryon Street * Phone: 332-6195 * Charlotte 2, N.C.

EMPLOYER WORK SHEET

DATE: _____

FIRM NAME: _____ PHONE: _____

PRODUCTS MANUFACTURED OR SOLD: _____

POSITION OPEN: _____

JOB DESCRIPTION: _____

QUALIFICATIONS NECESSARY FOR ABOVE JOB: _____

APPROXIMATE SALARY RANGE: _____ AGE REQUIRED: _____

REMARKS: _____

FILLED BY: _____ FILE NO: _____

DATE: _____

Signature of Interviewer: _____

Date: _____ Intvr: _____
File Classification: _____

Employer Name:

Contact:

Service Rend.:

Address:

Tel. No.:

Type of Job and Requirements:

Car? Y/N

References? Y/N

Days and/or Hours Required:

Full time-

Part time-

Spot-

Pay Rate or Salary:

Date Job Available:

How Referred to Bureau:

Comments:

F. Follow-Up Letters

Once you have sent an older worker out to get a job, you'll want to follow up to see how he or she is getting on. You will want follow-up information not only because you are concerned with the welfare of the individual involved, but because such letters can be of vast help in guiding your operations. You will get the employer's reaction, his evaluation of the worker you have sent him—and very often you will get valuable testimonials which can further enhance your success. [A sample of such a testimonial, an actual letter received by the TOCER organization in Tucson, Arizona, follows so you can see what we mean.]



WILLIAM MERODIAS

LICENSE NO. 1999

Phone East 77401

2602 Sun. Carlos Place N.
TUCSON, ARIZONA

August 1st, 1961

Mr. L. P. Hermes
% Petty's Emporium
1011 North Forges
Tucson, Arizona

Dear Mr. Hermes:

Several months ago I was in need of a bookkeeper for our office. On previous occasions I contemplated calling the T.O.C.C.E.R. Agency and hiring an older person through them.

When the need for the bookkeeper presented itself I did call this agency and I can say that I am most happy with the results. The bookkeeper we hired, Mr. Brown (60 years old), is doing a very good job. He is extremely conscientious, honest, a very willing worker, and dependable.

I would strongly recommend employers to call upon the T.O.C.C.E.R. Agency when they are in need of help. I think an older man tries harder to do a better job because I think he wants to prove to himself and his employer that he is as good as a younger man. Another favorable point to consider is the availability of an older man for part-time inasmuch as most of them have other incomes such as pensions, etc.

To sum it up, I would like to say that I think the advantages of hiring an older man are many; I would never hesitate in doing so again.

Sincerely,

William Merodias
WM:cm



FEDERATION EMPLOYMENT and GUIDANCE SERVICE

42 EAST 41st STREET • NEW YORK 17, N. Y. • OR. 9-4900

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On _____ we placed _____ with your
firm as _____

For our records may we trouble you to answer the following questions although you may have already given us some information about this worker:

Is this individual still in your employ? _____

If yes, is the work satisfactory? _____

If not, how long was this individual employed? _____

If not now employed, check below the reason for termination:

Lay-off (cause not within the control of the employee) _____

Voluntary Resignation _____

Dismissal for cause (please state cause under comments below) _____

Comments _____

Your cooperation in checking the above information and returning this letter to us in the enclosed business reply envelope will be most helpful in our future efforts to meet your needs.

Sincerely yours,

Roland Baxt
Executive Director

RB:sf

P.S. - And to serve you more effectively, may we also trouble you for the following information:

1. Do you use "part-time" workers? _____

2. Do you use "summer" workers? _____

3. Do you have any job openings which you have not placed with us? May we call you about them? _____

JEWISH EMPLOYMENT AND VOCATIONAL SERVICE

JOB PLACEMENT CAREER PLANNING APTITUDE TESTING SCHOLARSHIP INFORMATION

SUITE 523-28 • 705 OLIVE STREET • ST. LOUIS 1, MO. • CHESTNUT 1-5457

MISS MARIE SCHWARTZ, EXECUTIVE DIRECTOR

Dear _____:

As you know we placed you as a _____ on _____
with _____. I am wondering if you are
still employed there and how you have been getting along.
If there are any problems in reference to this job that you
would like to discuss with me, please call me and I will
be glad to arrange a mutually convenient appointment.

Sincerely yours,

Executive Director

MS:dzs

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