255

CURRENT EMPLOYMENT PRACTICES IN IEWISH SOCIAL WORK

By MAURICE TAYLOR Jewish Family Welfare Association, Boston, Mass.

working conditions, although not among the member agencies with a rewholly due to the same causes, social workers have turned to an examination of their own employment situation. Sporadic, isolated and piecemeal be learned was generally favorable, but inquiries have been undertaken from time to time; but it has been only during the past few years that thoroughgoing studies of such matters as wages. hours, leaves, professional development, conditions of hiring and firing, and economic security have received national attention. Now, added to these, has arisen social work's child of the depression, collective bargaining.

The efforts of the National Conference of Jewish Social Service in reference to this field of inquiry began in 1931 with the consideration of acute financial problems of certain ex-members of the profession. Out of this developed a general concern for the proworker presently employed and there was undertaken an analysis of personal practices of member agencies of the Jewish Conference. The next step in the Committee's work was the formulation of standards which might serve as a model and a practical goal. The Committee on the Status of the Jewish Social Worker, now known as the Committee on Employment Practices and Relationships, made two reports, one at Detroit and the second at Atlantic City. Both reports, except for one section on Staff Representation, were adopted, so that the recommendations became in essence a moral mandate on the membership The re-

Coincident with a general interest in ports had previously been distributed quest for their discussion by boards and staffs. Some comment was returned: the reaction as far as it could the total number of replies was small. However, the reports probably received wider attention than the Committee was aware of.

With the entry of the A.A.S.W. into the field of employment practices, it became pertinent to determine whether the Committee of the N.C.J.S.S. was any longer necessary. The Executive Committee and the Conference decided that there were elements of strength which could be contributed toward the fruition of the suggested standards among their own group of agencies by their own Committee, in addition to participating in the general movement, and the Committee was continued as a fessional status of the Jewish social Standing Committee of the Conference with broader powers.

> Tust prior to the Lake Placid meeting the Committee considered ways and means of encouraging the adoption of the Conference standards. In order to determine in what directions action was necessary, a survey of existing practices was undertaken. About fifty agencies, mainly in the case working group, including most of the larger agencies, responded. An analysis of the answers compared with the standards adopted by the Conference constitutes the basis of this paper. It is hoped that a restatement of the basic ideals contrasted with existing practices will serve to focus attention anew on this important problem and to stimulate action

wherever necessary. The method of the paper will be to preface the survey findings on each topic by a summarization of the Conference standards. The complete reports are available in the Conference Proceedings for the years 1933 and 1934.

In dealing with this whole question of employment practices, account must be taken of differences in size of agencies and particularly the type. Most of the Committee's thinking has been in terms of case working organizations. A radical departure from the standards in case working agencies is found in certain instances in group and institutional organizations, notably in the sphere of professional training. Very little has been developed in the curricula of schools of social work to meet the technical needs of the group worker and present requirements for membership in the A.A.S.W. are difficult to meet for large numbers of them. Other standards of working conditions likewise have to be adjusted to the special circumstances of group and institutional programs. The expectation of the Committee is that ultimately there may be a statement of standard jointly with the Community Center and Jewish Educational groups, indicating where uniform requirements are applicable and where differences are pertinent.

The Conference recommendations are printed in italics under each heading.

Professional Training

Qualifications in the order of desirability for

employing of personnel:

1. Holders of bachelor's degree, including a major in the social sciences plus graduation from a two years course of graduate study in an approved school of social work (which holds membership in the American Association of Schools of Social Work).

2. Holders of a two years certificate from an approved school of social work in addition to at least two years of satisfactorily completed work in an approved college or university and a minimum of two years satisfactory experience in approved social agencies

3. Holders of a bachelor's degree with a major in social sciences plus one year of professional training in an approved school of social work.

In considering professional education in a school of social work in classes (1) and (3) it is recommended that preference be given to graduates and students who have received their training in the Graduate School for Jewish

Social Work.

4. Persons with satisfactory experience in social work who are eligible for membership in the A.A.S.W. who may not have completed their academic education or professional study.

5. Holders of a bachelor's degree from a school of social work which offers a curriculum for social work education available to under-

graduates.

Of the eighty-nine persons reported engaged during the preceding two years by family welfare, non-institutional child care and medical social work agencies the largest number, twenty-seven, fell in group one; the second largest number, twentythree, fell in group three; fifteen in group four; fifteen in group five, and four in group two. This is fair evidence of a concerted move on the part of Jewish case working agencies to insist on professional training as a condition of entrance and is in line with the general trend in the quality of personnel accessions in private social work. Of the persons now on the staffs of those agencies forty-two are in group one; seven in group two; thirtytwo in group three; sixty-two in group four; twenty-three in group five, and thirty-two either have no professional training or cannot easily be classified in the foregoing categories.

Training During Employment

- 1. To maintain professional attitude and capacity an agency should set up training programs.
- 2. Staffs should be required to take courses.
- 3. Agencies should grant both time and expense for taking of courses.
- 4. There should be leaves of absence for

The rapidly developing emphasis on training as a condition of entrance has had

CURRENT EMPLOYMENT PRACTICES

its repercussions in staff development programs while on the job. Unquestionably the content of this training has been colored by the prevailing trend toward psychiatry and psychoanalysis. Larger agencies are able to arrange seminars within their own groups, in addition to encouraging their staffs to take advantage of courses being given in nearby schools of social work and colleges. Smaller agencies are generally dependent on facilities outside their own group. Where training centers are not accessible the problem is naturally more difficult, the professional groups, generally through the local chapter of the A.A.S.W., arranging their own study circle.

Twenty agencies reported no training programs of their own. Several replied that these were made part of their staff meetings. Certain of the larger agencies differentiate between beginners and experienced members of their staffs. Ten reported seminars in psychiatry and psychoanalysis.

The large majority reported staff members attending courses. Those with none taking advantage of educational facilities were generally the smaller agencies. Complicating the factor of staff education is, of course, the expense involved. Social workers face the dilemma of low salaries and demands for professional advancement. Twenty-eight replies definitely stated that the agency made no contribution toward meeting the expense. Three stated that part of the cost was met and five answered "Yes" without indicating whether all or only part was contributed. Only five agencies reported that workers were not permitted to take courses during working hours. These were all smaller agencies.

An important development is represented by the definitely stated practice of at

least one agency which determines salary increases by evidence of the worker's zeal for professional self-improvement as well as for meritorious service. Such a policy, which is in line with the Conference recommendation under salaries, may be accepted as a natural development in the effort of social work to acquire more and more of a professional level, particularly in those places where the presence of training centers makes continuing education possible. Further stimulation of such practice is necessarily dependent on the agencies' ability and willingness to make such extra effort worthwhile.

Probationary Periods

A period of not less than three months is suggested for both inexperienced workers and those of previous professional experience. This period of probation should be available to both the agency and worker.

Fifteen agencies reported having no policy with respect to this. Three to six months is the generally accepted minimum and extends in certain instances to as much as a year.

Hours of Work

Thirty-eight hours per week should be the maximum, arranged to meet the need of the agency and the community.

Of forty-one agencies replying twelve meet this standard, nine require less than thirty-eight hours per week, and twenty require more. Extra-mural agencies meet the standard better than those operating in institutions, either child care, hospital or recreational. The maximum reported in any case working agency was forty-five hours, whereas this is approximately the average in group agencies. One children's institution reported seventy-two hours as the regular requirement, another, forty.

Holidays

Since Jewish agencies should observe the religious holidays, it is suggested that only the

most significant legal holidays be observed. In addition to the observance of Jewish holidays according to reform or orthodox requirement, it is recommended that agencies close on the Sabbath.

There seems to be less question about observing all the important legal holidays than about the Jewish holidays, although the majority reporting celebrate all of both. Differentiation arises, of course, in reference to the number of days to be celebrated at *Pesach* and *Succoth*, as well as the first or both of two-day holidays.

Sixteen agencies, including the four medical agencies reporting, remain open on the Sabbath. Some substitute Sunday or evening duty. Sixteen agencies maintain a five-day week.

Sick Leave

One month for one year or more. For less than a year in proportion to length of service. For illness extending beyond thirty days sick leave should be individually determined.

Most of the agencies reported having no definite policy, presumably, if not explicitly, handling the matter on an individual basis. The appropriateness of such a policy is certainly open to question. Six give no such leave, while three permit up to two months and one as long as six months. Eight agencies could be construed as clearly meeting the Conference standard. Two reported the existence of sickness insurance.

Conference Attendance

Such attendance should be encouraged through non-deduction of time necessary and for payment of expenses in whole or in part.

Attendance at national and state conference may be definitely counted as a part of staff development. Nine reporting agencies make no contribution toward the expense of such attendance, although all permit it through non-deduction of salary. Generally the same attitude prevails toward attendance at both national and state conferences. Ten societies con-

tribute only part of the expense. With seven exceptions, the practice is to permit the attendance of staff members as well as executives.

Other Leave

Leave of absence for study is to be encouraged. Such opportunity should be made available to at least one person each year for a period of not less than six weeks, preferably three to six months or a year. The salary to be continued in the shorter leave.

Nine agencies, all in the case work group, provide for study with pay. Ten, including several of the foregoing, permit absence for study, but without compensation. The length of time given was generally not stated. The privilege, where extended, is known to be as stated in three cases, namely, either a period of six weeks during the summer or a semester during the regular school term, after a certain length of service, with the proviso that those receiving the benefits shall return for service with the agency for a stipulated period.

Provision for sabbatical leaves was found in two cases, one eastern federation having adopted it as a policy "after ten years of meritorious service... for an additional number of weeks" beyond the regular vacation period.

Vacations

After one year, four weeks; less than a year, two working days for each month of service.

Twenty-two agencies give four weeks vacation, half arriving at that period after varying lengths of service from one to three years. Six agencies differentiate between executives and staff members, permitting the former four weeks in four cases and five weeks in two cases, while the latter receive three weeks. Nine other organizations reported a maximum of three weeks, one after fifteen years of service. Eight allow two weeks.

Resignation and Discharge

In case of resignation or discharge at least two months' notice, if possible. In cases termination is due to curtailment of staff there should be at least three months' notice.

Half the agencies give one month as the period without differentiation as to resignation or discharge. Four permit or expect up to three months. Several agencies have no definite policy, while four pursue a different practice in the two modes of separation, one allowing up to six months in the case of discharge.

Salaries

Those entering the field of Jewish social service are entitled to a scale of compensation which would provide a reasonable standard of living for intellectual workers; a range of from fifteen to eighteen hundred dollars a year as an entrance salary is probably a basic minimum to enable an individual to be self-supporting and to purchase the minimum material and cultural essentials. Adjustments of these rates vary according to section, conditions of living and education and professional preparation. For institutional workers a fair estimate of the cost of maintenance given will be deducted from the salary suggested.

There should be minimum annual increases of one hundred twenty dollars a year, extending over a period of ten years to a maximum of twenty-seven hundred to three thousand dollars. Such annual increases would not be automatic, but related to a promotional rating indicating actual growth and should require continuing professional study and preparation.

Provision should be made for advancement in salary where the worker is not interested in promotion to a supervisory position.

Methods of arriving at salary rates through participation of representatives of the financing or contributing agency, the lay directors of the functional agency and the staff personnel should be given full consideration.

The majority of the committee was inclined to the acceptance of written, rather than unwritten forms of contractual relationships between the agency and the worker.

There is little or no uniformity in salary scales, even among case working agencies. A few report no salary scale, without stating what they are actually paying. One thousand dollars per year is the lowest rate quoted. Nine gave twelve hundred dollars. Salary ranges, where given, ran

as follows: agency A, up to two thousand dollars; B, fifteen hundred to eighteen hundred dollars; C, one thousand eighty to sixteen hundred twenty dollars; D, twelve hundred to seventeen hundred forty dollars; E, thirteen hundred twenty to, fifteen hundred sixty dollars; F, fifteen to eighteen hundred to twenty-four hundred dollars; G, thirteen hundred twenty to fourteen hundred forty up to eighteen hundred dollars; H, seventeen hundred to seventeen hundred sixty dollars; I, fifteen hundred to eighteen hundred dollars plus; I. fifteen hundred to eighteen hundred fifty dollars: K, twelve hundred to eighteen hundred ninety dollars; L, twelve hundred to eighteen hundred dollars; M, fifteen hundred to two thousand dollars; N. twelve hundred to twenty-one hundred dollars: O. fifteen hundred to eighteen hundred dollars plus increases on basis of individual skill; P, fourteen hundred forty to seventeen hundred dollars.

Salary scales recently adjusted in Baltimore and Pittsburgh represent yardsticks by which other cities may be measured for some time to come and are worthy of summarization as the nearest approach to the Conference standard. Both set forth different schedules for graduates of professional schools and for those without such training. For the former both commence at fifteen hundred dollars, reaching eighteen hundred ninety dollars in the fourth year. The Baltimore schedule states that "after four years of service, the salary shall be fixed at nineteen hundred eighty dollars per year, and further increases shall be made on the basis of individual merit and the value of the worker to the agency." The Pittsburgh memorandum sets forth that "because of limited opportunities for promotion in positions in the field of Jewish social work in Pittsburgh and with a view

to stressing the value and importance of skilled and conscientious case work," senior social case workers are permitted to reach a twenty-four hundred dollar level in the eighth year of service.

For workers without previous professional training both cities have a beginning salary of nine hundred dollars. In Baltimore nineteen hundred twenty dollars is reached in the seventh year with further increases depending on individual merit. In Pittsburgh the rate of increase after the first six months is at the rate of one hundred twenty dollars a year until two thousand dollars is reached in the tenth year.

Except for half a dozen agencies which reported they no longer accept untrained beginners, nearly all replied that they pay a different entrance salary to persons with professional school training as compared with those without it.

Sixteen agencies reported on supervisory salaries. They ranged between sixteen hundred eighty and three thousand dollars, the latter figure being found in three places. The median range was from two thousand to twenty-four hundred dollars.

In only six agencies are salary increases stated to be automatic. With the disruption of salary scales during the past few years and the universal change from increases to decreases, most automatically operating scales disappeared. With the greater emphasis on professional advancement and more definitely determined merit as a condition of salary advance, it is not likely that the automatic scale will be found as frequently as was formerly the case.

Salary cuts have ranged from none at all in two cases to as high as fifty percent. There has been no restoration in the latter instance. In thirteen places deductions of

ten percent were made. In five all has been restored; in one restoration has been made to two workers; in one case half has been cancelled and in six none, with some exceptions in two instances. Fifteen percent curtailment were reported in three agencies, all being replaced in two and half in the third. Twenty percent reductions occurred in four places, with restorations of one-quarter in one, half in another and none in two. In one of the latter the cut applied only in the case of the executive. Twenty-five percent reductions were reported in three, all of which has been replaced in one, five percent in the second and fifteen percent in the third.

Cuts of five to twenty percent, varying according to salary, took place in four instances, none of which has been returned except in one instance, of two percent to an executive. Reductions of five, ten and fifteen percent were given in two cases. In one there has been a restoration of three percent, in the other to about seventy-five percent of the staff, with increases to some. No restoration has been made in the one instance of twelve and one-half percent and in the single case of thirteen to fourteen percent. Single instances were reported of ten to twenty percent and with no cancellations in either. A thirty percent cut was made in one place, two-thirds of which has been replaced. Deductions of two and one-half and five percent have been restored in one agency, but not those of ten percent. No restorations have yet been made in a city which applied curtailments of ten, twelve and one-half and fifteen percent. Only two communities reported two cuts. In one the first amounted to ten percent and the second to from five to seventeen and one-half percent, the latter being restored. The total of two cuts in the second

260

CURRENT EMPLOYMENT PRACTICES

city ranged between two and one-half and twenty-two and one-half percent, the first (percentage not reported) having been returned.

Participation of the staff in the determination of salary schedules is the exception, appearing in only four instances. Written contracts are nowhere in effect among the agencies reporting.

Protective Organization

A protective organization differs from the associations (A.A.S.W. and N.C.J.S.S.) organized on professional lines, primarily (1) in established the methods for obtaining their objective in the methods for obtaining their objective which have been considered or have been actually employed. The difference is largely one of attitude, rather than of range of interest. Since its membership embraces all employees of social agencies irrespective of function or occupation, except for the administrative per-sonnel, it can lay no claim to being a professional organization.

The point of view held by members of protective associations, that there is a definite conflict of interest in social work agencies, as in industry as a whole, between the employer, including the executive, and the employee, is the most important point at issue. It may be assumed that an association of agency employees could develop a basis for cooperative effort and relationships with the administration of the agencies in which they are employed.

There are sufficient evidences from a few of the industries in general that organized labor and management are not necessarily in continuous conflict. On this assumption there seems to be no valid reason why the workers of social agencies should not be encouraged to form the type of associations which they consider necessary to promote their particular interests.

The premise that there are irreconcilable dif-

ferences between the parties involved is not one that can be accepted by the majority of Confer-

It is recommended, therefore:

1. That the Conference endorse in principle the formation of membership associations of employees of social agencies. This endorsement does not necessarily imply approval by the Conference of theory, tactics or methods which such organizations may develop.

2. That boards of social agencies recognize the delegated representatives of workers' organizations as legitimate representatives of staff workers and other employees in matters affecting the welfare of the employee group.

3 That it be not the function of the Con-

ference at the present time to initiate workers' organizations in Jewish social service. Such a task is more properly the function directly of the employees themselves. These organizations when formed, however, are of distinct interest to the Conference and it is recommended, therefore, that a special standing committee of the Conference be established to concern itself with the problems arising out of relationships of workers organizations and social agency administrators. This committee should devote further study to the questions which arise in the course of relationships between existing workers' organizations and the governing boards of social agencies.

The Committee on Employment Practices and Relationships was charged with the latter function at the Lake Placid Conference.

Much can and needs to be said concerning this modern phase of personnel problems in social work, but space cannot be taken here. The rank and file movement, as exemplified in the New York City area, is at the same time an inter and extraagency combination, including the nonprofessional members of the staff. It has taken root in but very few centers of the country. Seven agencies in five cities reported staff organizations with a purely protective purpose and including all staff elements. Most staff organizations, while naturally considering all aspects of employment practices, do not have the collective bargaining function as an immediate interest.

Purposes of protective organizations are variously defined. Reproduction of one will serve as an illustration.

"1. Maintaining and raising salary scales commensurate with a decent standard of living.

Security of tenure.

Improvement of working conditions and their maintenance at a standard which will safeguard physical and mental health.

Maintenance of high standards of work. "5. "6. Provision for educational opportunities. Participation in the formation of organ-

ization policies.

Encouraging closer personnel relation-Cooperation with the Association of

Federation Workers as a unit of that organi-

In two instances it could be definitely

determined from the replies that staffs had formal representation on the board of the agency. In three others it was stated that staffs were invited to attend. In the remaining cases the answer either was "No" or indicated that the staff was represented by the executive.

Economic Security

RETIREMENT ALLOWANCES. The best method of achieving security for old age is the method of retirement annuities. It is recommended that agencies either directly or in association, as through federations, undertake as speedily as circumstances permit contributory systems of retirement allowances, with the agency and the social worker contributing equal shares, to yield on retirement an amount between one-half and two-thirds of the worker's active pay at the time of retirement.

It is also recommended that, in order not to limit the social worker's freedom to change positions, the amount of annuity purchased by the contributions of the agency be vested irre-

vocably in the social worker.

-HEALTH AND ACCIDENT INSURANCE. The passing of a physical examination on entrance and the submission to periodical health examinations at least at annual intervals thereafter should be a condition of employment. The expense of such examinations should be borne by the agency and should preferably be performed by the physician or clinic designated by it.

Workmen's Compensation should be purchased by the agency to cover all its employees.

Insurance against wage loss. No scheme of health insurance should provide for less than has already been recommended under the heading of "Sick Leave."

Group, health and accident policies written

by commercial companies are recommended, provided they are used as a means towards liberalizing agency policy towards payment of wage loss. Using the sick leave period as a waiting period, the cost of group health and

accident insurance may be substantially reduced.
Insurance against the cost of medical care. In those communities where hospitals are affiliated with the Jewish Federation consideration should be given to the inclusion of free hospital care as one of the perquisites of employment of all employees of constituent societies. More complete protection may be secured by joining such plans for group medicine or voluntary medical insurance as are now being established in many cities.

GROUP LIFE INSURANCE. This is of lesser importance than the provision against sickness and old age. Pending the adoption of annuity provisions providing life annuity for surviving widows and temporary annuities for minor children to extend over the period of education, group life insurance purchased on the basis of

equal provision of cost between agency and employee is recommended.

It is in this section that social agencies fall shortest of their obligation to their staffs. Only two replies indicated that any plan for retirement annuities was under consideration. It is in this particular connection, of course, that the exclusion of social workers from the Federal Social Security Act will be most keenly felt. The writer of this report would like to suggest that consideration be given to a plan whereby social agencies might be permitted, through amendment of the Act. to associate themselves voluntarily with it and thus make available to the group a minimum of old age protection which might, wherever possible, be supplemented by private pension plans undertaken by agencies, Federations and Community Chests.

Only four agencies reported paying pensions to superannuated employees, as follows: one was paying seventy dollars per month after sixteen years service; a second one hundred dollars a month after thirty years; a third thirty dollars a month after eight years, and the fourth stated it was providing for several ex-employees through a special fund created for the purpose.

The widest form of protection is that of workmen's compensation, which is compulsory in many states. Of twenty-seven agencies reporting its existence, twentyone are compelled to provide it by law. Only six have adopted it voluntarily.

Only two agencies carry group health and accident policies, and one carries public liability insurance on its employees. Three agencies report they are considering health insurance.

Free hospital care as one of the perquisites of the job is reported only by two medical organizations and one family agency. In four cities the staffs are afforded discounts, in two cases ten percent. and in a third twenty-five percent. Another society states that a twenty percent reduction is given on X-Ray and laboratory fees, but none in hospital care.

Two communities have purchased group life insurance. The most widespread application of this privilege has been among the agencies served by the Jewish Welfare Board. A few agencies report it to be under consideration. In at least two agencies it has been proposed in the past by the administration, but not favorably rereceived by the staff.

have faced the difficulty of staff disinterest, first because the staffs are composed largely of young women who are not too conscious of the need for protection against the remote contingencies of old age and who long before then hope to have had their economic burdens shifted to manly shoulders. It is to be hoped, however, that the insurance principle has become security. more firmly ingrained, so that a more receptive attitude toward such protection might be expressed if and when the opportunity to participate in its benefits are offered. Another motif that is present calls for a solution through the payment of a more adequate wage. so that the individual may meet his own insurance needs according to his own preference. While there is justice in that view, the value of the group principle cannot be discounted and the benefits through it would be enhanced by, if they are not almost solely dependent upon, the participation of the agencies.

Conclusion

There have undoubtedly, been advances here and there in working conditions since the submission of the Committee's first report, although there is no disposition to assume any cause and effect relationship. Social workers are undoubtedly receiving the benefit both of such general improvement as has occurred in the lot of workers generally and of the growing recognition of their professional status. The reciprocal cause and effect relationship between improved training Group old age and life insurance and higher compensation is to be expected. There is an unmistakable positive movement in that direction; but much remains to be done if the Conference recommendations are to be Conditions surrounding achieved. hours, vacations, etc., are generally satisfactory, at least in the case work field. The surface has hardly been scratched in the sphere of economic

> Basically, and generally, relationships between boards and staffs are sound and amicable. The depression has created upheavals here as it has in other spheres. The rank and file movement contains the potentialities for achieving all the ends desired by the Conference, provided it is properly conceived and directed. For this purpose alone, if for no other, there exists a raison d'etre for continuance of the Conference. The future of Jewish social work depends in no small measure on the degree of success with which this delicate and important problem is managed.

In Memoriam

I. Irving Lipsitch

August 10, 1884 - December 28, 1935

During the past twenty years, the one peated his record of achievements which figure who stood out as the leader in Jewish social work on the Pacific Coast, was I. Irving Lipsitch. He was no less prominent in the general social servicefield. These places he had won by a rare combination of general intelligence, keen understanding of Jewish and general communal problems, rare gifts of leadership and executive capacity, and especially a love of people and a warm, open-hearted responsiveness to human needs. The impress of his work and the influence of his personality were clearly reflected not alone in the outstanding achievements of Jewish social service on the Pacific Coast, but in the developments in public welfare organization and in local coordinating activities such as the Community Chest movement, Councils of Social Agencies, Jewish Welfare Funds, etc. Recognition of this leadership came to him as President of the California Conference of Social Work, and as the first President of the Pacific Coast Conference of Jewish Social Service.

In 1916, when the San Francisco Jewish community was looking for a professional worker to organize, develop and manage its philanthropic work, Irving Lipsitch was called to the Coast. He remained in San Francisco for ten years and left in 1925 to assume the executive directorship of the Los Angeles Jewish Federation after having won the love and esteem of all who had labored with him. In Los Angeles he again rehad so soundly established his leadership in San Francisco.

In the National Conference of Jewish Social Service he was always an active worker and participant. He never failed to enliven the sessions with illuminating comment, appropriate humor, keen understanding and the progressive character of his ideas.

On the personal side he was a warm and sympathetic person, unfailingly loyal to his friends, a dangerous foe to his enemies, courageous fighter for the right as he saw it, and ever ready to extend a welcoming and hospitable hand to the visitor from the "foreign" East, regardless what the mission. His concern for the Jew, his present problems of adjustment, his future, and the need for preserving and enriching Jewish life, was a deepseated, genuine and earnest one. He labored on all fronts to make the life of Jewry here and abroad a bit easier and a bit more fruitful and significant.

Tewish social work in America and on the Coast owes Irving Lipsitch a great debt of gratitude for his having labored among us. His early passing is a terrific loss. We shall miss him sorely. A soldier, such as he, in the vanguard of humanitarian causes, cannot easily be replaced. The memory of his lovable personality and the inspiration of his good works shall always abide with us.

S. C. Kohs.