



**NATIONAL CITIZENS' COMMITTEE  
FOR COMMUNITY RELATIONS  
%COMMUNITY RELATIONS SERVICE  
WASHINGTON, D.C. 20530**

The Business-Civic Leadership Conference on Employment Problems, held June 5-7, 1967, in Chicago, brought together 250 employers, educators and other civic leaders who are pioneering programs to meet our most crucial domestic problem: how to put hard-core unemployed and underemployed minority group members into jobs.

The Conference was how-to-do-it meeting, bringing together employers and other leaders who are convinced that a successful attack on this problem brings benefits not only to minority group members but to industry, the community and the nation as a whole.

The Conference was sponsored by the National Citizens' Committee for Community Relations (NCC), a group of more than 400 leading Americans appointed by President Johnson following passage of the Civil Rights Act of 1964. Its purpose: to enlist the skills and strengths of these leaders in supporting the nation's efforts to assure equality for all Americans. The NCC functions as an adjunct of the Community Relations Service, which was created by Congress to help communities cope with disputes and difficulties rooted in racial and ethnic discrimination. Its basic concern is to help cities overcome minority group deprivations which lead to conflict.

More than 70 specific projects and activities--some being undertaken by individual companies and others by community-wide organizations--were described and discussed at the Conference. Most persons attending the Conference, including those who are deeply involved in projects to put the hard-core unemployed into jobs, were impressed with the scope and creativity of these projects.

This report on the Conference is offered to assist employers and other community leaders who are considering starting or improving employment, recruitment or training projects in this field. Part I is a summary of presentations. Part II contains specific tools and techniques. For additional copies, or further assistance and information, write to:

National Citizens' Committee  
for Community Relations  
Community Relations Service  
Washington, D. C. 20530

A D V A N C E    C O P Y

PUTTING THE HARD-CORE UNEMPLOYED INTO JOBS

A Report of the  
BUSINESS-CIVIC LEADERSHIP CONFERENCE ON EMPLOYMENT PROBLEMS  
June 5 - 7, 1967, Chicago, Illinois

Sponsored by the  
NATIONAL CITIZENS' COMMITTEE FOR COMMUNITY RELATIONS  
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COMMUNITY RELATIONS SERVICE of the  
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## PREFACE

### The Man on the Street Corner

"When you walk in a neighborhood and it's men on the corner on Monday morning to the extent that it looks like Saturday night in other neighborhoods, watch out, because you're watching the tomorrowless man. He's on that corner because he's not putting enough beans in the pot...he knows he ain't putting down what he's supposed to be putting down...His kids don't have no tomorrow and if someone comes along and brings some red wine or something, he's going to drink... For a fellow like this a riot is a pleasant break in his humdrum existence."

Chester Wright, Watts, Los Angeles

In July 1967, American cities across the nation burst into flame, in violent, tragic explosions of frustration, bitterness, hate and lawlessness. Whatever the immediate causes or incitements, whether planned or spontaneous, whatever the culpability for criminal action, sensitive and knowledgeable observers agreed that a major cause was long-time unemployment, lack of jobs at a living wage, and failure of America to deliver its promises to its Negro citizens. And no one could question the vast dollar loss and the physical and social damage to the communities involved.

In June 1967, 200 business and industry executives who have been working to get hard-core unemployed minorities into jobs met in Chicago with representatives of public and private job programs and social agencies for two hard-working days of specific experience exchange on programs and techniques.

These men were more aware than most of the incipient danger ahead. Some very responsible business leaders even suggested that such tragic explosions might be the only way to mobilize their communities to do something meaningful about jobs, education, housing and other needed programs for ghetto slum dwellers.

A participant from Denver, Colorado grimly defined what he saw ahead:

"We've got to solve some of these problems...it isn't a matter of whether we want to any more, or not. We may be pretty late... now. This summer may show us some problems...we hoped we weren't going to have...but it's quite possible...There's a pretty good nationwide riot climate...and, unfortunately, as we meet with the industrial and disadvantaged people...our conclusion, reluctantly, is, there needs to be a riot...and that's a terrible thing, but unfortunately, this is what creates movement."

A business executive from Minneapolis, Minnesota, admitted that job efforts of the Plans for Progress Council there had not been making much progress until "last year, in August, we had the first bad riot in Minneapolis. We really got some jobs going very quickly, the Plans for Progress Council got busy and got this contract with the Bureau of Apprenticeship Training..."

An industry representative from a midwestern city who had been trying to get an employer job program started was told by a fellow businessman: "Don't expect them to make a move, unless you have a demonstration... as long as everything is peaceful they are not going to anticipate... what is...beginning in practically every city."

The gentleman from Watts also had a positive suggestion for the conference:

"If you take the same men standing on the corner the evening that Watts riot started, if they had come in off a back-breaking job, somewhere, they would have went in, eat their porkchops, turnip greens, sit on a rickety couch, watch Wyatt Eary kill one cowboy, they'd have been so dead asleep that the old lady would have to drag them in the bedroom. They wouldn't have been on a corner."

THE PROBLEM...AND THE CHALLENGE

Excerpts from address of Roger W. Wilkins, Director  
Community Relations Service, U. S. Department of Justice

"American center cities are becoming blacker and poorer...Between 1960 and 1965, 2 million Negroes moved into center cities, whereas a similar if not larger number of whites moved out of the center cities. During the same period, 62% of new plant development, by value, moved into the suburbs where whites live, and where, by and large, non-whites cannot live."

"A recent Labor Department survey tells us that fully thirty-five percent of the people in slum areas have a serious unemployment problem: whether unemployed, employed only part-time, or employed at wages below poverty level. That means that these people are in a perpetual economic state which is similar to, if not worse than the great American depression of the thirties."

"Despite all of our advances...today the Negro median male income is still 51% of the white median male income just as it was 16 years ago...Despite the advances which have benefitted mainly middle class Negroes, the gap between the quality of minority group life and majority group life is great and getting greater."

"...It is our failure as a society to come to grips with this gap that causes us to have...unrest in our cities."

"The trend of the talented white Americans who have the power and the training to solve problems, who have the tax-paying power to sustain the economy of the cities moving out of the cities and the trend of the poor Negroes, poor Mexican-Americans, poor Puerto Ricans moving into the cities is accelerating."

"...Unless we reverse current trends, we could well have islands of enormous dependency, enormous alienation, enormous hostility in the middle of the United States of America, and I suggest to you that if we permit those islands of alienation, hostility and dependency to develop, that whatever else the United States of America is in the year Two Thousand, it will not be the kind of place that we want our children and our grandchildren to live in. It will be a place where the energy, the strength, the spirit, and the dynamism which has animated this country from its beginning, will be gone."

"...The question for us today is whether we will make decisions and take actions now that will preserve and enhance the richness of American life."

"The Federal Government cannot take this task alone, nor, I am convinced, should it even try."

"The National Administration, can and should take the lead, and enunciate policies embraced on broad national principles and purposes. It should develop programs to help local people, local leaders solve their problems, but in the field of race relations what is needed more than anything else is local drive, local initiative, local effort, local success."

"I go to meetings in city after city after city. I see sitting around the table, working on these problems, representatives of the city government, representatives of the federal government, representatives of the private organizations, representatives of the churches, representatives of civil rights organizations, sometimes even representatives of the private foundations, but only rarely representatives of the great businesses of this country."

"I suggest to you that now it's time for all of American business to become as fully involved as you have become, in saving our cities."

"...The question for American citizens is whether we need riots in every city in this country before we begin to move as we should. The question for American business, is whether it will exercise the kind of leadership in this field that it has exercised in so many fields in making this country great in the past."

BUSINESS AND INDUSTRY ACCEPT THE CHALLENGE

Excerpts from address by Richard C. Cornuelle,  
Executive Vice-President, National Association of Manufacturers

"...After a generation of arguing about the consequences...and expense of government action on social problems (business) is beginning to realize that there is much more promise...in forgetting ...the arguments and allying themselves directly to the solution of the problems..."

"...We have a remarkable unanimity of opinion among our (NAM) members that the greatest...most important piece of business on the agenda of American business today is to...find out exactly what its total capabilities to solve community problems are...and to get busy and put them to work.

"Business has always had a sense of social responsibility...but what is important is that contemporary business is finding ways to express that responsibility directly rather than by writing checks or supporting secondary social agencies."

"Gallup...found fifty-one million Americans would like to go to work helping the problems they see in their communities if they knew how, and...they would be willing to contribute over two hundred and fifty million hours."

"...if we knew how to use that energy as well as we know how to use human energy in commerce, we could have a social production worth conservatively eighty billion dollars a year."

"As we see our business leadership involving themselves directly in problems of hard-core unemployment, housing, delinquency and the rest...we will see a unique talent for organizing human energy applied to these community problems."

"I have never seen anything develop as fast as top executive awareness of the importance of direct industry-social action. We see it in the NAM in less than two years' time. The demands for advice far exceed our limited capacity to give advice to companies that want to act."



THE PROFIT AND LOSS TO BUSINESS

Excerpts from the address of Frank Cassell, Director, U. S. Employment Service, Former Vice-President, Inland Steel-Ryerson Foundation<sup>1/</sup>

"The social cost of poverty is not fully measured by the statistics or the privation they suggest...the desperation and frustration that results from poverty contributes to ill health, deteriorating citizenship values and to other factors that weaken our society. The social cost of poverty must also include the goods and services that are not produced because of the unemployment and low productivity of the poor."

"Recognition of these costs to society has prompted...many employers to accept the challenge of breaking the cycle of poverty for several million Americans...Many employers have embarked upon this...on their own, and some have done it with the assistance of government financing. And in the process employers have learned that:

- most people when given the opportunity to work want to work
- most people who are unemployed are employable
- most of the untrained people in our country are trainable
- most uneducated people are educable.

"Employers have learned that their investment in working with these people has resulted in gaining valuable new employees and opened new labor market resources....."

"The late Douglas McGregor of MIT...pointed out that most employers think of manpower resources in the same way as they think of physical and financial resources. He suggested, that instead, the essential task of management is a process...of creating opportunities, releasing potential, removing obstacles, encouraging growth and providing guidance."

"Where management has become involved in the 60's in hiring and training...of people rejected in the 50's, they are learning valuable lessons that they can apply to the management of their companies. This far outweighs the extra costs incurred in continuing special recruitment and training programs conceived initially to tap previously unused sources of manpower...an employer who re-defines entry level job requirements so that they have relevance to the job to be done is...in a better position to find people who do a better job at a higher level of performance than a person over-qualified for the job. Over-qualified people are a major reason for high turnover rates, job dissatisfaction, low productivity and poor morale.

"Eliminating irrelevant requirements for entry level jobs...was used for the purpose of providing jobs, but actually the technique is a pure and simple matter of saving money now wasted because of high turnover rates."

<sup>1/</sup> Mr. Cassell recently resigned as Director of USES and returned to Inland Steel.

"It makes good dollars and cents to look for the potential in presently employed personnel and to provide opportunity for the potential to develop."

"The longer employers do not become involved in improving their communities and their schools, the more disadvantaged they become in competing for and attracting the kinds of employees they need to remain profitable."

"And...the employer who rather than becoming involved personally in resolving problems of unemployed people looks to somebody else to do it...pays an increasing tax burden. He has an increasing crime rate, and he deplores the increase in the welfare rolls... He may move his plant to the suburbs and then...be confronted with the fact that he has a labor shortage because the labor that could be available to him is back in the Inner City."

Commitment Can Pay Off...Much More is Needed

"The most important piece of business on the agenda of American business today is to...find out exactly what its total capabilities to solve community problems are...and to get busy and put them to work."

"...The inclination of the average business leader to act on community problems exceeds his understanding about how to act by a factor of ten to one."

Richard C. Cornuelle, Executive Vice-President  
National Association of Manufacturers

Mr. Cornuelle sounded a major theme of this conference which was expanded and emphasized by many other participants. These men came from companies and communities which have recognized the urgent need for action and have made some commitment to work directly on community problems. Many are actively involved in new and imaginative programs. They are excited and challenged by the surprisingly high success rate of initial pilot efforts to bring and keep hard-core unskilled, minority men and women into jobs that need to be filled.

They have made some mistakes and learned some important lessons. Many have realized that this job cannot be done by one company or even by the joint employer efforts now starting in some communities. Some have joined forces with other community groups, building a broader organization to tackle the complex, interrelated problems involved in getting hard-core unemployed into jobs and developing them into reliable, effective employees.

There is a real pay-off for company and community from such programs, the conferees agreed.

- New manpower resources have been identified in the community and within the existing work forces; empty jobs have been filled; hard-core unemployed have become highly motivated, steady workers.
- Lower welfare costs have already been reported in at least one community. Job programs can help reduce the mounting tax burden which business pays for police, welfare and other social services.
- New workers become new consumers; new markets are created.
- The threat or actual experience of property and business losses from ghetto riots are high motivation for employers' constructive job activity.

- Special training programs developed for new "disadvantaged" workers have proved surprisingly useful in improving job effectiveness of other employees.
- Re-defining entry requirements for jobs, and restructuring jobs, has helped companies get better performance at the entry-level, while moving experienced personnel to more skilled jobs. This also helps eliminate a frequent cause of high turnover -- poor morale from "overqualified" employees in low level jobs.
- And, perhaps most important:
- Business and industry are finding that their financial contributions to community social services bring more direct benefit when the company becomes actively involved in programs to which it gives its dollars, and applies business "know-how" to getting the job done.

But, against these encouraging notes were some sober soundings. Most of the programs described are still in the "pilot" stage, involving relatively few jobs and people, compared to the serious statistics on unemployed minorities. Those working in the most successful programs were frankest to say that they and other businessmen are doing far too little, far too late; that much more involvement by business and industry in the basic urban problems surrounding jobs is urgently needed.

And no one working on these problems said that it is an easy job. To make real progress, they said, programs must have:

Priority commitment by top company officials, communicated effectively and continuously down the entire chain of command of their companies.

Jobs committed first by local business and industry before training programs are started.

Intensive, special supportive services, counselling and training provided by the company or an outside agency, as hard-core unemployed are brought into jobs.

Effective and continuing organized communication between the business community, minority ghetto dwellers and all relevant public and private social agencies.

Much greater involvement by business in school systems and in other community programs of welfare, health, housing and transportation;

Active participation in the development of job programs by genuine representatives of the minority community.

"Instant Jobs": Yes and No

In July and August political and business leaders in many ravished cities were trying to create "instant jobs" -- any kind of work to get youngsters (and adults) off the streets and into gainful employment.

The job-program "veterans" at the Chicago Conference warned about such efforts, unless accompanied by much more massive, continuing and coordinated programs to meet the total problem of ghetto joblessness.

Newspaper headlines reported that "hundreds" or "thousands" of jobs would be made available. Young people streamed into employment offices and designated centers...often to find that relatively few jobs really existed, or that these had already been filled. (Sometimes by the sons and daughters of employers and other non-poverty families)

Said Bruce Cole, who has worked with possibly the most successful program in the country placing unskilled "street gang" Chicago kids in jobs:

"Don't con the kids...don't promise them anything you can't deliver."

This has happened all too often before. It can be the last straw, kindling the emotions of a lifetime of frustration and disillusionment literally to the burning point..perhaps, to the point of no return to constructive community life.

Some other warnings from participants at the Chicago Conference:

Training Programs unrelated to available jobs have recruited youth and adults with high expectations, then provided no jobs or effective placement and supportive effort to help the graduate get a job. Graduates who do not find jobs only develop deeper bitterness, disillusionment, and hostility.

Dead end jobs with no road leading to advancement are often those produced for "instant job" programs. Without opportunity or hope for something better, the already disillusioned minority youth, who has seen his parents stuck in such jobs all their lives, has little motivation to stay at work.

Low-wage jobs, unless related to opportunity for further training and advancement, likewise fail to give hope or motivation necessary to develop steady workers or to solve the economic problems of ghetto families.

### What Business and Industry Are Doing

The programs described at the Conference included:

- individual company efforts
- community job programs run by employer councils
- job programs run jointly by employers and a broad coalition of community groups, including minority representatives
- employer-community programs which have expanded from job efforts to other employment-related community problems.

Companies were urged to review and expand their own efforts, but many believe that really effective job programs must involve employers with other community groups in their basic development and operation.

A tragic lack of communication between business and minority community, business and the schools, business and the tax-supported social agencies was reported from almost every city.

Building a broad-based community organization to tackle job and other basic community problems was seen as the best way to get this necessary communication. This route may take longer than organizing a purely business effort, but experience has shown that it helps avoid many common mistakes, overcomes serious barriers, builds better understanding, and produces more benefits for employer and community.

Business-community organizations which initially were organized to work on employment problems have generally come to realize that they must also become involved with education, housing, health and welfare, and transportation, and other problems which affect employment.

### Major Components of New Job Programs

Company and community efforts may be roughly separated into three main areas (with some unavoidable overlap):

Outreach, New ways to reach, motivate and bring minorities into jobs and prepare for jobs.

"Fitting the Job to the Man". New approaches -- totally reversing the traditional concept of "finding the man for the job" -- to seek out and utilize human potential. Innovations include:

- techniques of selection, interviewing, evaluating potential, and testing.
- restructuring entry-level jobs; better definition of minimal requirements for these jobs.

- upgrading present low-level employees; finding better ways to develop their potential for advancement.
- "human relations" or "sensitivity" training for personnel staff and supervisors to support these new efforts, and help make sure they work.
- administrative measures to assure that new policies are carried out "down the line" from top management throughout company operations.

Education and Training. Development of human resources, along with development of materials and products, has been accepted as a basic responsibility of industry by many companies.

A major key to successful development has been: "accentuate the positive"; emphasize possibilities of success throughout the selection and training process. This produces results from people who have lived in an environment of total failure and have often already accepted themselves as failures.

Pre-work orientation, counselling and special kinds of training have been found necessary before job training for many hard-core unemployed. Without this, regular skill-training programs often don't work.

Basic education (reading, writing, and arithmetic) is another widespread need; some employers are providing this themselves, others are cooperating on programs with educational institutions.

"High support", counselling, and continued follow-through on the job has been necessary for some of the "disadvantaged" to become good employees. This is being provided by companies and by private agencies.

Surprisingly successful skill-training programs are producing excellent employees from so-called "unemployables." Some are conducted by employers on their own, totally in-plant, others with Federal On-The-Job Training (OJT) or Bureau of Apprenticeship Training (BAT) funds, some through institutional skill centers, supported by business and government, others combine institutional and on-the-job training.

While methods of organizations and funding differ, successful training programs have these similar characteristics: (1) employers are deeply involved in development and follow-through, (2) a flexible set-up allows needed changes and (3) employers are working with the right "mix" of community groups to assure good communication and coordination of effort.

Following is an overview of the main activities reported at the conference, illustrated with capsule summaries. These are cross-referenced to Part II of the Report where some of these programs are reported in greater detail.<sup>1/</sup>

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<sup>1/</sup> Since Conference discussions were largely "ad lib", these reports are not necessarily full "case studies." However, it is hoped that they will be helpful guides to other employers. Names and addresses of conference participants and other sources of information and assistance are listed at the end of the report.



Outreach: "Aggressive" Recruiting

"...The phrase Equal Employment Opportunity Employer" in newspaper ads simply isn't enough...we need to...push down into the ghetto, get to the people. We need to engage in aggressive recruiting."

Edward Hodges, General Employment Supervisor  
Michigan Bell Telephone Company

These words were repeated by many others at the conference, whose companies have recognized that the ghetto resident - for a variety of reasons - will not come into a company personnel office, or employment agency, but must be reached where he is.

The major "outreach" effort is now being done by community agencies and new job programs, and employers are learning to use these agencies as recruitment sources. However, some companies are doing their own "outreach." Whatever the method, it was generally agreed that one of the most effective recruiting devices is the employment and, even more important -- the promotion -- of Negroes into better jobs; once this is done by a company "the word gets around." Until it is done, many minorities believe, from past experience, that they will not be hired or have no chance for a good job, and will not apply.

"Aggressive" Recruiting Efforts by Companies

- Pacific Telephone and Telegraph Company uses six Negro and Spanish-speaking recruiters as walking employment offices. They go wherever people are, to barber shops, poolrooms, bars, etc. A Speakers' Bureau of minority employees schedules talks to community groups about company job opportunities.1/
- Illinois Bell Telephone Company has set up a recruiting office in the heart of the Chicago ghetto and regularly informs community agencies about job opportunities and requirements. The company invites youth gang leaders to its offices for talks and plant tours.2/

1/ See Part II, page 15

2/ See Part II, page 13

- Michigan Bell Telephone Company has sent recruiting trailers to ghetto areas in several cities, and has made special efforts to get information about job opportunities to "grassroots" leaders beyond traditional contacts with Negro ministers, doctors, teachers and social workers. The company has contacted officers of Negro PTA groups, block club presidents, officials of Negro Elks and Masonic Lodges, scout leaders, barbers and beauticians. Beauticians (often the social center for many Negro women) have been invited on plant tours and encouraged to broadcast job opportunities. In four cities, local NAACP branches were invited to hold their regular meetings in company plants, then taken on tours and asked to refer job applicants. While many of those referred do not qualify, "the word is out" - "People know we will hire anyone who is qualified," said Ed. Hodges.<sup>1/</sup>

#### Employers Recruit Through Community Agencies

Most employers do not have the staff to do the intensive work required to find, motivate, screen, and give preliminary job orientation to hard-core unemployed. In many communities, existing or new social agencies, usually located in ghetto areas, are doing this job, with substantial help from government and business, and employers are finding new manpower resources through these agencies. The Urban League has been a major recruitment source in many communities. In some cities the State Employment Service is now reaching out effectively into the ghetto; in others it was severely criticized for not doing this job.

- In Chicago, the Tri-Faith Employment Program, supervised by an interfaith business advisory council, has opened 7 employment offices in areas of highest unemployment, hired neighborhood people as staff who go out to streets, houses, schools, alleys, bars or anywhere to recruit, interview and counsel prospective job applicants, 7 days a week, day and night. The Project expects to place more than 10,000 in jobs in its first year of operation (6,000 had been placed by June.) <sup>2/</sup>

<sup>1/</sup> See Part II, page \_\_\_\_\_

<sup>2/</sup> See Part II. page \_\_\_\_\_

- The Jobs Now Project in Chicago has focused on reaching street-gang youth. Thirty-nine public and private agencies work with the Project; 20 of these bring 100 youngsters to the project center every two weeks for a two week orientation course. Employers have loaned top personnel officials to work full-time on developing job openings for these boys. Some 150 companies have hired about 900 youths, with a built-in "support program" to help them adjust to the work world.1/
- In Los Angeles, members of the Employers Merit Employment Committee are sending interviewers to hire at new skill-training centers and State Employment Service Centers located in Negro and Mexican-American neighborhoods. They are also cooperating actively to see that training is related to job openings, and providing instructors and materials to be sure that trainees meet their needs. 2/
- In the Boston Metropolitan area,<sup>93</sup> employers have contributed 300 personnel officials (including some vice-presidents) as volunteer interviewers two nights a week to Jobs Clearing House, a no-fee agency set up to help minorities find jobs. About 4,000 jobs are currently listed with this agency. Business also contributes financially to its support.3/
- In Houston, Texas a pilot program (one of five throughout the country supported by Department of Labor grants) ran an intensive house-to-house canvass in eight census tracts of highest unemployment, using neighborhood residents as interviewers. Very high interest in training and jobs was found among people who had never been to an employment office. About 91% of those referred by the neighborhood workers actually reported to special "outpost" neighborhood offices for further screening and referral. Houston found that different techniques were needed for working with Negro and Mexican-American disadvantaged, particularly use of women interviewers in the Spanish neighborhoods.

Although some 600 "disadvantaged" were placed in job training programs, the original Houston project suffered because it did not have training programs or a job development effort to match its successful outreach.

1/ See Part II, page \_\_\_\_\_

2/ See Part II, page \_\_\_\_\_

3/ See part II, page \_\_\_\_\_

Youth Motivation - Many companies participate in annual "Career Days" in schools to motivate minority youth toward jobs in their companies. But some companies reported more intensive and individualized programs:

- In Los Angeles recently, employers helped organize a task force of 300 minority employees holding jobs at all levels, who went into individual classrooms -- many in the schools from which they had graduated -- to talk and answer questions about job opportunities and needed preparation.1/
- In a summer employment program, Illinois Bell Telephone Company hired a number of Negro high-schoolers. Before they returned to school, they were urged to let their classmates know of job opportunities at the company.2/
- Michigan Bell employed a small number of Negro high school seniors on Saturdays. When they graduate, they will step right into jobs at the company. A Company representative will present a special certificate at the graduation ceremony. The company believes this will make a big impression on others in the school. The program has produced good employees and Michigan Bell will expand it.3/

Publicity - While participants said there is no substitute for going into the ghetto neighborhoods to recruit, publicity supplements this effort:

- The Chicago Merit Employment Committee has sponsored a "Merit Employee of the Week" newspaper series, featuring "success stories" of minority employees. These employees have also been placed on minority disc-jockey programs for interviews.
- The Los Angeles Merit Employment Committee distributed 70,000 copies of "You Too Can Be A Winner", a handsome booklet featuring minority employees in varied jobs at different area companies with their own quotes stressing opportunity and the need to stay in school. (By contrast, a conference participant reported that recently a Philadelphia company, genuinely interested in hiring Negro youth, distributed a recruiting brochure to Negro high schools in which every employee pictured "was a nice white boy...nothing with which the kids could identify...")
- Employers in a number of cities said that they are regularly sending word of job opportunities to the Urban League, NAACP, YMCA's, settlement houses and other neighborhood agencies and youth centers which regularly reach minorities.

1/ See Part II, page \_\_\_\_\_

2/ See Part II, page \_\_\_\_\_

3/ See Part II, page \_\_\_\_\_

The Job Fair, "Equal Opportunity Fair," Career-o-rama" or similar employer-sponsored community effort is another method of establishing communication between companies with unfilled jobs and potential employees. Thirty-eight cities were reported to be planning or holding Job Fairs this year. Successful fairs have netted employers badly needed employees at surprisingly low cost compared to other recruitment methods.

Job Fairs are now concentrating on on-the-spot hiring, rather than general promotion of company opportunity. But this has only proved successful when a well organized program of publicity, preliminary screening and recruiting, in cooperation with community agencies has preceded the fair.

- In Indianapolis 20,000 people attended the Job Fair, several thousand showed up for company interviews. A check two weeks later showed 560 hired; 4 out of 5 had been unemployed. Companies who sent their top officials as interviewers got the best response, because too many people had been turned away by personnel departments. "When they found out that vice-presidents and presidents were interviewing,...they felt freer to apply."1/
- The Crane Company in Springfield, Massachusetts hired 23 of 55 men it interviewed at a Job Fair this year. The company learned from a previous Job Fair to send its most skilled interviewers (including one who spoke Spanish) to the Fair. Those hired are rated very good employees.2/
- The Third annual "Career-O-Rama" recently held on Chicago's West Side (one of several Fairs held in different minority neighborhoods) is part of a business-sponsored program to convince high school students to stay in school, and dropouts to return. The Fair was organized by business leaders in cooperation with every possible neighborhood organization; schools, religious groups, etc. A follow-up committee is now getting evaluations from these groups to see how youth were influenced by the program.3/

1/ See Part II, page \_\_\_\_\_

2/ See Part II, page \_\_\_\_\_

3/ See Part II, page \_\_\_\_\_

"Fitting The Job To The Man:" "What's Right With Him"

A surprising number of conference participants advocated this radical reversal of traditional employment procedure as a necessary and beneficial step for business as well as for the hard-core unemployed. A new perspective of the potential employee is needed; "instead of looking for what's wrong with him, we need to look for what's right with him: What are his aptitudes and potentials?"

Others warned against stereotyping the "disadvantaged," "minority," or "poor" as fit only for assembly type or low-skill laboring jobs. One job program developer cited a man who "failed" on three different industry jobs to which he had been referred, now doing excellent work as a "coach" advising and counselling other formerly unemployed people on their job and family problems. Another reported the case of a Negro man employed for 13 years as a night watchman, who is now a crackerjack manager of a busy employment office, displaying excellent administrative and managerial skills. Both had talents in different areas from where they had been placed by employers. 1/

Dr. Samuel Cleff, an industrial psychologist with the Honeywell Corporation, has been experimenting with new methods of identifying positive qualities in people and matching them to revised job descriptions. He asks unemployed what they have done and what they have done best - in work and nonwork situations. He believes his findings will help companies hire people who can best do the work required for specific jobs. 2/

1/ See Part II, page       
2/ See Part II, page

Bernard Haldane, Director of the Foundation for Re-Employment<sup>1/</sup> has developed a system of "achievement pattern analysis" and a "re-employment program" also based on developing the "self image" of the unemployed from "failure" to "achiever." The program seeks out and builds on the skills that the individual is motivated to use, and helps him develop better job-finding techniques. Haldane reports that more than 70% of the unemployed he worked with found jobs in less than 60 days.

More creative use and development of manpower was called for. Several speakers cited the amazing ability of industry to train totally unskilled "Rosie the Riveters" with lightning speed for wartime needs; Brooks Bernhardt of the Monsanto Chemical Company recalled training Italian goatherders for complex chemical and petroleum industry operations in wartime. Industry was urged to apply the same kind of energy and initiative to train today's unemployed.

A tendency to "overhire" was criticized by some participants, defended by others.

"We only hire people we think are promotable," said one company official. "But you don't promote most of them," replied another. "How many foremen do you need?"

Henry Shor of KLH Company believes that there are a considerable number of people who will be satisfied and perform well at low-level jobs, and that they should not be expected to meet higher requirements. However, Shor agreed with others that employees hired at the lowest level should be given encouragement and opportunity to improve skills and advance. Educational requirements are being greatly modified and relaxed by employers who find that a high school diploma is not really needed for

<sup>1/</sup> See page \_\_\_\_ (Participants)

many entry level jobs, and that the high school product in their area often reads at a 6th grade level. Some companies are working with local Boards of Education or developing their own programs to allow employees to get a high school equivalency while working.

- In St. Louis, where almost every employer formerly required a high school diploma, a new business-organized job program has persuaded employers to restructure jobs. A recent sample of 900 job orders showed that 82% did not require high school education, and 55% would accept 8th grade or below.<sup>1/</sup>
- The KLH Company has no educational requirements for its entry jobs. Employees go directly into a special training program before they go on the job. KLH relies on an exceptionally skilled interviewer and references (where available) for hiring decisions. The Company has about 35% minority employees, and is enthusiastic about their performance in turning out a very high quality product.<sup>2/</sup>
- The Polaroid Company has dropped former requirements for high school diploma, and conducts a training program which allows employees to get the diploma on company time and at company expense.
- The Thompson Ramo Company in Los Angeles, which formerly required a high school diploma plus 2 years of experience for electronic assemblers, was persuaded to try hiring graduates of the Opportunities Industrialization Center (OIC), a ghetto-organized job-preparation program, whose graduates often lack much formal education. After a three-week trial, the company told the Center, "We'll take all the trainees you can send."

However, the high school diploma remains a major obstacle to job opportunity. A Chicago job program administrator cited companies which require a diploma for a "fork-lift operator and the lowest kind of assembly jobs;" the director of a Spanish manpower program reported that she couldn't place a man with 18 years of welding experience in Cuba because he didn't have the required diploma.<sup>3/</sup>

Testing is a major area where changes are taking place. Many employers now recognize that verbally-oriented tests do not accurately reveal potential of Negroes and Spanish-speaking applicants. Psychologist

<sup>1/</sup> See Part II, page \_\_\_\_  
<sup>2/</sup> See Part II, page \_\_\_\_  
<sup>3/</sup> See Part II, page \_\_\_\_



Cleff reported that almost all tests now in use focus on skills of working with "ideas and symbols," but his analysis reveal that most jobs require working with "things." There are no tests to measure this kind of ability, he said.

Many companies today use the General Aptitude Test Battery (GATBY) developed by the U. S. Employment Service. This test is fine, if you can read at a sixth grade level, said Bruce Cole of JOBS NOW, "but we have kids that can strip a car in 10 minutes who cannot pass the mechanics aptitude test."

The Inland Steel Container Company does no testing before hiring. "We test after hiring, and find that the tests are invalid," said William Willard.

Pacific Telephone & Telegraph, Equitable Life Insurance Company, Illinois Bell, Metropolitan Life Insurance Company were among companies who reported successful pilot projects in hiring a small group of applicants who did not pass regular tests, but indicated good potential. Most have become excellent employees.<sup>1/</sup>  
Pacific Telegraph and Telephone gave these employees a special remedial education program; 39 of the first class of 42 are now permanent employees, and the program is being expanded.

Carl B. Kludt, Manager of Personnel Development for Hughes Aerospace Company, took 120 hard-core minority youth referred from social agencies as people with good motivation for work, ignored their test scores, and trained them successfully for clerical and electronic assembly jobs. But, Kludt emphasized, he did not tell their supervisors about their test scores or lack of high school diplomas. There was absolutely no difference in their achievement from others who met the usual requirements.

KLH uses no tests at all except a finger dexterity test for jobs where this is essential; even this test was developed and refined with present employees to be sure it was valid. KLH is convinced that no one without a high school education can pass the WONDERLIC test. When this test was given to Negro supervisors who are regarded as excellent employees, they failed it. Said Henry Shor, "They never would have been hired, so we said 'to hell with Wonderlic'."<sup>2/</sup>

<sup>1/</sup> See Part II, page \_\_\_\_\_  
<sup>2/</sup> See Part II, page \_\_\_\_\_

In New York, where Negro applicants regularly failed the Sheet Metal Workers apprenticeship test, the Workers Defense League gave special coaching to a group of Negroes. These boys got 9 of the 10 top grades in the next test. They didn't need remedial education; they just had to learn how to take tests. Several conference participants recalled that they took cram courses on "how to take a bar exam", and agreed that helping Negroes learn how to take tests and fill out application forms could help open the door for good employees.

In most cases, employees hired without tests have worked out well. Companies relied on good interviewers, and worked with supervisors to convince them that these people were worth special attention and training.

Police Records have been a major employment barrier for many minority applicants. But Conference participants stressed that the frequency and causes of arrest differ greatly in ghetto and non-ghetto areas. "It's pure luck if you don't get 'busted' (arrested) if you grow up in the slums," said one. Several companies which have hired people with police records (who otherwise showed good potential) reported that they have caused no problems and some have become superior employees.

- Henry Boardman of Western Electric Company reported that a comparison of those hired with arrest records and those without showed no difference at all.
- Pacific Telephone and Telegraph looks carefully at the record, distinguishing between arrest and actual conviction, and has gained several "superior employees" from among those with police records.1/
- William Johnson of the Center for Independent Action, who worked with Indianapolis employers setting up a job program for hard-core unemployed, said "We ask employers to look at the kind of record. If it's not dangerous and the person is backed up by his local volunteer counselor who can testify about his home life and stay with him," the employer is urged to take the chance.2/

1/ See Part II, page \_\_\_\_\_  
2/ See Part II, page \_\_\_\_\_

Restructuring jobs, dividing them into simpler and more complex parts has made it possible to employ people with lower qualifications in many companies, and provided advancement for employees working below their ability. It was generally agreed that this kind of effort, which has been going on in upper echelon jobs, can be done more extensively at lower levels.

- Dr. Kludt described an effort to determine minimal requirements for gas company meter readers in the Los Angeles area. The company required a "knowledge of mathematics." Breaking this down to the precise operations required, Kludt finally got the company to agree that they could hire men who could merely add and subtract; multiplication and division and were not really necessary and could be learned in night school while the men were working.
- The Texas Division of the Champion Paper Company restructured a considerable number of entry-level jobs last year, eliminating educational and test requirements, and hired "hard-core" unemployed referred by a job project which conducted a house-to-house canvass in high unemployment neighborhoods. The company reports that it has gotten "exceptionally good employees." As a result, it has since hired more through this program.
- The Dieboldt Manufacturing Company is among companies that have hired Negroes and Spanish-speaking workers at low-skill levels, and set up in-plant training to upgrade their skills, teach English and provide other remedial programs. The company employed no Negroes or Spanish-speaking people 3 years ago; today Negroes and other minorities are 18% of the work force. Many are already moving up the ladder to higher jobs.

Upgrading present employees was recommended not only as a way to open lower jobs but as a frequently overlooked, major source of good talent, particularly among minority employees who may not have had opportunity or encouragement for advancement.

- The Polaroid Company and Equitable Life Insurance Company have instituted a job-posting procedure. All jobs that open up throughout the company are posted. Anyone who thinks he or she is qualified may apply. Polaroid works with supervisors, urges them to encourage minority employees who may lack confidence or needed skill to take

training courses to qualify, either in company programs or outside. Tom Brown of Polaroid urged employers to emphasize upgrading. "You have fellows in your stockrooms that could very easily be running a line as a supervisor...people doing jobs as clerks, typists who...if given an opportunity... could move up in your company." 1/

- Western Electric's Kearny Works took a look at its work force and wondered why there were no Negro supervisors. "We put in a crash program and interviewed every Negro male in the place," said Henry Boardman. "What we learned was fantastic." Negroes with college degrees and other qualifications were working at jobs far below their abilities. Western Electric instituted a special training program to prepare some of these men to be supervisors...then went on to use similar techniques with the total work force. As a result, the company has found excellent new supervisors, black and white, who had been overlooked by former promotion systems.2/
- Equitable Life formerly hired only college graduates for computer programmers. Two years ago, it offered everyone in the company the opportunity to take two special exams for these jobs; one the regular IBM exam, the other a specially developed exam to indicate characteristics of thinking. Five hundred employees took the exam, 100 passed it. The company discovered that 60% of those passing did not have college degrees. It is convinced that a major source of higher level job talent is within its present employee population.3/
- Illinois Bell offers continuous training for employees, asks supervisors to be on the lookout for talent, and encourage employees to take courses for advancement. These are open to telephone operators, clerical employees and all others.4/

"Sensitivity" Training for Personnel Officials and Supervisors -

Human relations training and other preparation of personnel officers and supervisors was held essential for success of any program to hire and train hard-core unemployed.

This is particularly important for the people at the first point of contact. "You need your best -- not your worst -- person at intake," said one participant. Many stories were told of companies where the guard at the gate or the girl who hands out employment applications actually makes

1/ See Part II, page \_\_\_\_\_  
2/ See Part II, page \_\_\_\_\_  
3/ See Part II, page \_\_\_\_\_  
4/ See Part II, page \_\_\_\_\_

company employment policy -- regardless of what the president or vice-president thinks his policies are. Receptionists and interviewers in State Employment Services, private employment agencies, and companies were all called guilty.

Employers were urged to carefully review present "intake" methods. "Are personnel people courteous, understanding? Do they give assistance or frighten the hell out of the prospective employee?"

"In personnel, the name of the game is to exclude," said one personnel manager, who agreed that this situation needs to be changed.

Dr. Kludt suggested rotating personnel people from time to time, putting them into wage and salary, training, or employee services because it "reorients them to the fact that they are there to serve people."

Apart from outright discrimination which still persists, personnel people need special ability to understand and relate to the special problems of the disadvantaged. The personnel interviewer dealing with Negro, Mexican-American, Puerto Rican or other minority person should be "the most skilled person in the company" ..should have knowledge of different cultural backgrounds..." For example: "In the Mexican-American culture, humility is a virtue. The Mexican-American is not likely to sound his own trumpet." His real abilities have to be carefully sought out.

"The silent ways we communicate ...and fail to communicate," were stressed by Bruce Cole, of Chicago's JOBS NOW Project.

For example: "If you wear your hat, you're crude if you're middle class. (But) if you're a lower class Negro, wearing a hat means you're a man."

Or: "Many Latin-Americans like to talk about a foot away from the interviewer while most North Americans feel comfortable about three feet away, so "what you have is the Yankee backing away and the Latin moving in...and neither of them is comfortable."

Or: (on looking the other person in the eye): "You can't do it more than 10 seconds, until you...are embarrassed...looking around the room (But) nobody ever tells a Negro kid 'don't stare' He is going to look you in the eye (and) say 'That white s.o.b. he doesn't like me .. he won't look me in the eye .. won't trust me'."

Personnel officials loaned by Chicago companies to the JOBS NOW Project are learning a great deal about how to deal with the kids from Chicago's streets when they come for jobs and when they are on the job.1/

- In Boston, 300 company personnel officials who have worked as volunteer interviewers at Jobs Clearing House have learned a lot about the problems of Negroes in seeking, getting and holding jobs. "They are getting accustomed to interviewing Negroes in a relaxed way, which is totally different from the way they interview in their own companies ... after they have gone back to their company ... they know the problem ... we have on the other end," said JCH President Tom Brown.2/
- In Denver, Colorado, psychologist Jack Yuthas believes that "you can't really understand the disadvantaged unless you live with them for a while." With other University of Colorado professors, and in cooperation with the Denver Plans for Progress Council, he has been working with industry personnel people and school counsellors to give them first-hand experience of the problems of the high school dropout; his fears, frustrations and hostilities.

#### Training for Supervisors and Foremen

- Illinois Bell has run a series of "sensitivity training" courses for first and second level supervisors to develop awareness of special needs of minority and disadvantaged new employees. The company reports an "overwhelming response"; many of these people wanted to go out and do more in the community. Some of them are now doing volunteer tutoring of ghetto residents.3/
- Equitable Life placed its first group of employees who didn't meet usual qualifications under particularly sympathetic supervisors. When the company made clear to these supervisors that these employees would not be charged against their regular budget or efficiency rating, and urged them to take on the special challenge of training them, results were good.4/

1/ See Part II, page \_\_\_\_\_

2/ See Part II, page \_\_\_\_\_

3/ See Part II, page \_\_\_\_\_

4/ See Part II, page \_\_\_\_\_

- KLH has worked with Northeastern University in Boston, to develop a course for training supervisors.1/
- The Board for Fundamental Education, which has concentrated on basic education for minority and other disadvantaged employees, will soon put on the market a series of tools for foremen, supervisors, and interviewers to help them work more effectively with a multi-cultural work force.2/

Other administrative measures by top management to assure that new job policies are carried out down the line have been found necessary.

There was resounding agreement that the best policy or new approach from the president or vice-president's office can get badly fouled up unless specific additional steps are taken to work this policy into all operating parts of the company.

When North American Aviation Company, which has received plaudits for its policies in hiring and training minorities, analyzed employment statistics by department and division, it found some without a single Negro or Mexican-American employee. The company has now shifted administrative responsibility for equal employment policy from the Personnel Department to the line officials, creating a top management committee of vice-presidents of all operating departments in the corporate structure, and a similar committee in each branch operation. These committees analyze minority employment statistics, review qualifications of present minority employees for promotion, and receive suggestions from an Advisory Committee composed of minority employees. There has been a notable increase of minorities employed in areas where they had been absent before, and in those holding supervisory jobs -- even in plants in the South where "tradition and attitude" was supposed to prevent such things.3/

Michigan Bell Telephone Company keeps a monthly running inventory of minority employment records (which it is required to submit as a government contractor) by district, division and city. This is circulated to every operating department head. Looking at another city or department's better record spurs a manager to go out and do more on his own "before the boss comes in and tells him to do better." The company has also tried FEPC-type audits on its own personnel office operations, reviewing applications of minorities not hired. Some of these have been called back for second interviews, hired and turned out to be good employees.4/

1/ See Part II, page \_\_\_\_\_  
2/ See Part II, page \_\_\_\_\_  
3/ See Part II, page \_\_\_\_\_  
4/ See Part II, page \_\_\_\_\_

## Education and Training

Orientation and counselling before training has been found most essential for many disadvantaged to become good employees. Such pre-training is now being done in some cities by social agencies and government job programs. In others it is still lacking, and as a result, employers are often disappointed with job program trainees.

Pre-training ranges from very simple practical things, like how to find the right bus or buying an alarm clock to get to work on time, to complex and subtle attitudes and emotional problems.

The important elements of pre-training are illustrated in the 2-week orientation course conducted by JOBS NOW in Chicago. They are:

- Grooming and hygiene
- Money management: (how to avoid getting hooked on "credit terms," etc.)
- Transportation: (how to get to jobs on the public transportation system -- something that is totally new for many)
- Job preparation: (company personnel explain what is expected from employees in the "work world;" trainees discuss with them their worries and concerns)
- Human relations training: (getting the youth to examine their own attitudes toward jobs, themselves, their community, life in general. "We try to provide them with an idea that there is a tomorrow.")

Similar courses were reported conducted by Opportunities Industrialization Centers (OIC's) in Philadelphia, Los Angeles and other cities, by the Pulaski-Cavalry Rehabilitation Center in Huntsville, Alabama, by the Cook County Welfare Department and others.<sup>1/</sup>

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<sup>1/</sup> See Part II, pp.



"High-support", continued into training and on the job was also recognized as a necessity for the severely disadvantaged. The employer frequently complains that when he gives a "disadvantaged" person a chance, the employee "doesn't show," is tardy, or drops out after a short time.

Where a continuing "support" program has been carried on, whether by the company or cooperating social agency, results are much better.

- JOBS NOW Project clients get follow-up help from project "coaches" who ask employers to give them access to new trainees on the job, then follow through at home or wherever needed. But the employers are also asked to develop "support" themselves, through their own "coach" or a "buddy system." The results: 83% of youth referred to companies with "support" programs are still on the job, but only 24% are still working in companies where no internal "support" program was established.
- JOBS NOW Project tells companies that if an employee has a problem the company should follow through; it can be referred to the social agency which is supposed to handle it, but too often the poor are merely "bucked around from agency to agency." If the company checks up ("uses its muscle") to see what has happened, chances are much better that the agency will do the job.<sup>1/</sup>
- The Polaroid Company believes it is the company's responsibility to find out why employees "don't show" and try to help. "It could be the person is trying to hold down two jobs -- it could be the babysitter didn't show -- if one car breaks down, several people may become absentees -- you have to be concerned with the total employee."
- The Opportunities Development Corporation, a new business-supported job program in Buffalo, trained 200 "tutors" - many from ghetto neighborhoods - to work with newly placed trainees in the plant and help counsel them on and off the job, while providing needed basic education in after work classes.<sup>2/</sup>
- In Indianapolis, a business-sponsored program has recruited volunteer counsellors who work with job trainees constantly on a 1-1 basis.<sup>3/</sup>

<sup>1/</sup> See Part II, p. \_\_\_\_.

<sup>2/</sup> See Part II, p. \_\_\_\_.

<sup>3/</sup> See Part II, p. \_\_\_\_.

This kind of support is costly. But conferees could not suggest any program on a mass basis that would work. So far, best results come from individual counselling. However, many said that the high initial outlay would pay off in better, steadier workers. Some companies have already benefited from applying "support" techniques for disadvantaged new minorities to their regular work force, with resulting reduction of absenteeism and other problems.

Basic Education is a crucial need for today's unemployed, underemployed and for many employees whose jobs are being replaced with more skilled operations. Whether school dropouts, or products of inadequate schools, these people cannot meet industry's current requirements.

Some encouraging programs were reported, conducted by industry, itself, in cooperation with school systems, or by other agencies. There is strong evidence that "the best place to train people is in the world of work"; employees respond better to programs conducted on company premises than in educational institutions where they may have had earlier failures, or which are difficult to reach after work.

-The National Association of Manufacturers started a pilot program (MIND) several years ago, which raised reading, writing and arithmetic level of Harlem youths by four grade levels in 100 hours of instruction.

-NAM's MIND staff worked with the Corn Products Company in Argo, Illinois, to develop a basic education program for company employees who could not qualify for new jobs. A pilot project for 38 employees was conducted 2 hours each day after working hours on employees' own time for an average of 79 class hours per employee. It helped raise educational levels from 2-3½ years. Although the company had some difficulties with work schedules and attendance, and did not get the

full time projected for instruction, it is enthusiastic about results and is going ahead with a second program for 59 other employees. Cost was estimated at \$200 per student, chiefly for salaries of the director and 2 "monitors", not trained teachers, but sympathetic company officials who were able to give encouragement to the students. The Corn Products Company is now taking over the "MIND" program as a commercial enterprise and will market it to other companies. 1/

- The Campbell Soup Company developed a program with the Chicago Board of Education in which the Board supplied teachers and materials for a course conducted on company premises. Twenty-four employees completed a course covering grades 1-6. Classes were held 2 hours daily, on employees' own time, before or after work. The company is so pleased with results that it is now opening the program to all interested employees. Ten percent of the hourly work-force have enrolled, and a second course covering grades 7-12 is being prepared.
- The Board for Fundamental Education (BFE), a non-profit organization which has conducted in-plant basic education courses for about 80,000 employees, designs special programs to meet individual company needs. Courses are divided into 3 groups: from zero to grade 4; grades 4-8 and grades 8-12. BFE recently embarked on a program to upgrade 1,600 employees of the 12 largest steel companies in Chicago and Baltimore. 2/

Skill Training Programs. Some programs were severely criticized for training people without relation to or prior commitment of jobs, but the most successful ones have had an initial and continuing close relationship with business and industry. Where the business community has taken an active role in job programs, it has concluded that jobs must be found and committed first, then training programs developed and trainees recruited.

- In Los Angeles, the Merit Employment Committee and personnel and training experts from The American Society for Training and Development have helped organize, develop curriculum, provide instructors and materials for federally-supported skill centers and other programs which are training residents of ghetto areas. 99% of the graduates of the skill centers were reported placed in jobs. This high placement rate was attributed to an intensive follow-up program by the Merit Employment Committee to assure that a graduate is placed in one company if another does not have a job for him. Many Los Angeles employers see the best hope for future training in more

1/ See Part II, p.      See also, Resources, p.

2/ See Part II, p.

such "coupled" programs, where the prospective employee gets institutional training first, then moves into OJT Training programs in industry. The Douglas Aircraft Company has trained about 6,000 workers in this way.<sup>1/</sup>

- In Minneapolis, a Plans for Progress Council of 70 major employers has entered into a new "coupled" program. It has a contract with the Labor Department Bureau of Apprenticeship Training (BAT), for dropouts aged 17-22. The local Opportunities Industrialization Center and two other agencies will recruit trainees and give them 20 hours of basic training weekly, for which they will be paid \$20.00. Employers will hire these trainees for the other 20 hours weekly and pay them \$30.00 per week. (All funds come from BAT). The program allows 4-26 weeks for this initial training (OIC believes it will take 11 weeks) then trainees will automatically go into regular On-the-Job training programs in the companies.
- Michigan Bell Telephone recently participated in a special MDTA clerical training program for 30 hard-core unemployed women. After 26 weeks institutional clerical training, they spent an additional 12 weeks in alternate periods of 2 weeks on the job at the company, 2 weeks back to school to concentrate on weak points noted by company supervisors, then back to the company for another 2 weeks, then back to school and so forth for the 12-week period. Fifteen of the women were hired at the end of this period; the others needed more training, but Ed Hodges of Michigan Bell said the "most important thing was the confidence gained by these women in their 6 weeks on the job." Most of them had felt they were confirmed failures and could never make it."<sup>1/</sup>
- Aerospace companies in Huntsville, Alabama have had remarkable success in pilot programs to train unskilled rural Negroes for relatively high skill jobs. Through an employer organization (AHAC) they have strongly supported a local "rehabilitation and study center" which provides pre-work training, orientation and counselling, screens and refers applicants to the companies, which then provide skill-training under MDTA programs.<sup>2/</sup>

RCA has trained 20 such candidates as reproduction technicians, electronic technicians, illustrator-trainees and file clerks, who now work at wages ranging from \$1.90 to \$3.75 per hour. Said Paul Klein of RCA, "These are some of the best employees we have. They have real motivation."<sup>3/</sup>

<sup>1/</sup> See Part II, p.

<sup>2/</sup> See Part II, p.

<sup>3/</sup> See Part II, p.

- The Western Electric Company in Kearny, N. J., opened its established tool maker apprentice-training program to the community by running a new program at night on the second shift. A special curriculum was developed for an initial 24 hour course in basic shop math, followed by 24 hours of blueprint reading, 24 hours of actual application, and 50 hours of direct shop learning on lathing, milling and grinding machines. Eighty men have graduated from the course; all are now employed at wages from \$2.10 to \$3.25 per hour. Students in the present course are 80% Negro. Western Electric has persuaded neighboring companies to help furnish instructors.

Graduates of this course can enter some 1,000 firms in the area--many of which suffer serious skill shortages. This course was totally paid for by the company; the chief cost was instructor's time. Evaluating this cost, Western Electric's Henry Boardman noted that the company had spent \$10,000 advertising for machinists and toolmakers in the previous year with no result. The training program cost just about the same and produced many skilled employees.<sup>1/</sup>

Apprenticeship Training. Several participants reiterated charges that restrictive union practices keep minorities from apprentice training for skilled trades. But this argument was countered by others. It was noted that apprenticeship training is not a major route to employment for the current 63 million non-farm employees in the U. S. Even among construction employees, only 16,000 have had apprenticeship training, said Otto Pragan of the AFL-CIO.

Charles Keller, President of a New Orleans construction firm, urged industry representatives who sit on joint apprenticeship committees to take responsibility to see that Negroes get applications and equal opportunity to compete for apprenticeships.

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<sup>1/</sup> See Part II, p.     for other examples.

In Baltimore, where a new USES Apprenticeship Information Center and a Youth Opportunity Center are trying to help Negro youth get into apprentice-type jobs, an employer organization discovered that many boys could not afford basic equipment required for an apprentice. (A carpenter needs \$40-\$50 worth of tools; fitters need more than \$100 of equipment). The businessmen set up a revolving Fund of several thousand dollars, told the Center that when good candidates don't have money for equipment to sign an authorization and send them to Sears or Montgomery Ward, who have agreed to bill the Fund. The apprentice pays back the loan at \$1.00-\$2.00 per week.

There was some criticism about the unnecessary length of apprenticeships in craft industries: a carpenter's apprentice, for example, must work an 8-hour day, then go to school 2 nights a week for 4 years before he can become a journeyman. "With our modern educational know-how, why can't we design a program to train skilled mechanics in 2 years or less?"

Employers Take Leadership on Community Social Problems

"If we can actually sit down and talk with community (minority) leaders we may have accomplished more than millions of dollars that we can conceivably throw into the community."

William E. Elston, American Airlines

"Remember that the poor have been footstools for officialdom all their lives. Someone is always doing something for them, to them, or on them, and their great desire is to be a part of the doing."

Chester Wright, Watts, Los Angeles

"We have recognized a totally new concept of how business must participate in community life."

William Boucher III, Executive Director  
Greater Baltimore Committee

This "new concept" of participation is being carried out by individual companies, by joint employer councils and by a growing number of joint employer community organizations, in which business leaders work with a broad spectrum of citizen groups, social and other civic agencies.

Joint efforts usually started as job-finding programs, inevitably discovered that training and education were primary needs, and, therefore have become involved with training, schools, and in some cases, with housing, transportation, health and welfare and other job-related problems.

How to establish communication..how to know who are "real" minority leaders..how to get existing agencies and programs to work together constructively, were frequent questions raised at the Conference. Those working on cooperative programs had some answers:

- The best way to reach "real" minority leaders is to contact the agencies who work in their neighborhoods; social agencies; YWCA's, NAACP, Urban Leagues, neighborhood and civic organizations. Beware of thinking that you can deal with any one "leader"; it may seem easier, but it won't reach all the people you want to reach.
- Where cooperative programs have been established, existing agencies and programs have been meshed into the overall structure, without duplication, or stepping on anyone's toes. Most existing programs are struggling with inadequate resources; use them for that part of the program they can do best, then develop additional program where it is needed.
- A coordinated, community job program eases the pressure on employers, particularly smaller employers, who have been besieged by requests from different job programs. It can provide the busy employer with a quick central source to find where to go for what. Two community programs -- Newark and Baltimore -- have published digests, summarizing information, individual names and numbers to contact on all job training programs in their areas: (Newark listed 38 such programs in its first publication).<sup>1/</sup>

Most community job programs have raised local funds first, then gone after government -- or in some cases foundation -- grants for large-scale training programs. This process has been long and sometimes discouraging, but the "pioneers'" experience should help ease the way for those who follow. Some sources of technical help were suggested at the conference.<sup>2/</sup>

#### Community Job Programs

Some cities, notably Indianapolis and Los Angeles, have started job programs as a purely business effort on the theory that if business bears full responsibility it will do the job better. However, these programs have relied heavily on cooperation with a network of social and community groups.

<sup>1/</sup> See Part II, page .

<sup>2/</sup> See page . (Resources)



More cities -- among them Newark, Rochester, Buffalo, St. Louis, Baltimore, Huntsville, Alabama, Oakland, California -- have involved a broad cross section of the community (minority groups, social and government agencies, religious and civic leaders and others) from the start in developing and operating their programs. They believe that the urgent need for communication between these separate groups can only be met through this kind of organization, which enables constant communication of problems, assessment of resources and assignment of specific responsibilities.

-In Indianapolis the business-sponsored project got substantial job commitments from employers, recruited and trained hundreds of volunteers to work with unemployed as individual counsellors, helping them through screening, training, job placement and follow-up on the job. Major business firms contributed interviewers, experimentally hired people who didn't meet regular standards, and wound up keeping many of them as permanent employees. The Chamber of Commerce plans to continue sponsoring the program.<sup>1/</sup>

-In Los Angeles a major effort involving thousands of employers was started by the Chamber of Commerce following the Watts riots, to work intensively on hiring, training, placement, counselling, motivation and other problems, in cooperation with government and private job programs.<sup>2/</sup>

-In Newark, N. J., a working federation of business and industrial leaders, civil rights and other community groups has already placed more than 5000 Negroes in jobs and is moving out from initial job placement into more complex problems of education, training and basic community needs.<sup>3/</sup>

-Rochester Jobs, Inc. is a recently formed corporation with a similar broad representation of business and civic groups (including the militant Negro "FIGHT" organization which has shaken up the community). It has secured an initial commitment of 1500 jobs and initial funds from industry, and is using members of civil rights and neighborhood organizations to recruit, counsel and help steer unemployed to training and jobs. While starting with jobs, the Rochester organization is already committed to work on schools, housing and other community problems.<sup>4/</sup>

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1/ See Part II page .  
2/ See Part II page .  
3/ See Part II page .  
4/ See Part II page .

-Work Opportunities Unlimited (WOU) in St. Louis, has the presidents of the city's largest corporations on its Board of Directors with leaders of minority groups, unions and other community agencies. It has 5,000 job orders in a "Job Bank" and has placed about 1,800 people in one year of operation. The gap between the two figures illustrates the extensive programs of recruiting, screening, testing, counseling, training and supportive services needed to place most hard-core unemployed in jobs. WOU is using several government programs (particularly those of the Bureau of Apprenticeship Training, U. S. Department of Labor) and a number of closely coordinated local agencies for this complex job.1/

-The Opportunities Development Corporation in Buffalo is another broad, representative community organization, brought together by the city's Chamber of Commerce. It got an initial commitment of 1,000 jobs and \$40,000 seed money from local industry, then developed a job training program which has received \$3,000,000 in Federal grants. Of the first 400 people placed in jobs, 110 came directly off relief rolls. 2/

-In Oakland, California, business leaders helped form a tri-partite organization of business, labor and minority representatives, which, in cooperation with the State Employment Service and other government programs has placed 3,000 people in jobs in the past 3 years.

-In Baltimore, the Voluntary Council on Equal Opportunity, a bi-racial group composed of heads of business and industry, education and other civic groups, finds that the "inter-locking" organizational memberships of its Board provide needed exchange of information, and project it into action on many community needs. Employer members started with equal employment and training programs in their own companies, then started visits of "teams of two" substantial executives to other major executives to promote the program. The Council has sponsored workshops for school counsellors and teachers, motivational programs to prevent drop-outs, and is moving toward further cooperation with public schools, and vocational training programs. It also aids "self-help" programs in the ghetto, and provides liaison for its members with all employment and training programs in the area.3/

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1/ See Part II page  
2/ See Part II page  
3/ See page (Resources)

-In Huntsville, Alabama, in the heart of the South, an employer's association has formed a working alliance with Negro and other citizen groups, public and private agencies to train Negroes for jobs, improve education at all levels, and support other basic community programs which contribute to making disadvantaged people employable. Top executives of major aerospace companies are active members of this association, which carefully analyzes and involves existing resources and programs, and continues to support and encourage these before it develops new programs for unmet needs.<sup>1/</sup>

#### Other Community Programs

Following are activities indicating new business involvement in job-related community problems including education, transportation, housing, health, and welfare.

#### Schools

"Educators say 'we don't know what to do with business; they don't cooperate. They don't talk to us.' You say to them 'When was the last time you talked to business?' Well, we're waiting for them to come to us. . .and business groups say 'Damned educators. . .they don't understand.'"

William Flynn  
National Association of Manufacturers

The growing conviction that business must take the initiative to bridge a great communication gap with the schools is reflected in NAM's recent establishment of a special Education Committee.

Job training programs were called only "remedial," "treating the symptom and not the disease", or as one Conference participant put it:

"It is impractical to allow public schools of this country to produce a product which you cannot use while you are paying for it."

The most frequent complaints voiced at the Conference:

-elementary and secondary school graduates do not have basic skills for present and future job needs. (In many cities high school graduates were termed "sixth-grade readers.")

-vocational education is still training "buggy whip makers" and similar outmoded skills rather than for industry's increasingly technical needs.

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<sup>1/</sup> See pages

Also Part II, Page .

-school counsellors and other school personnel are often totally uninformed about actual job opportunities in neighborhood communities; also, they are frequently prejudiced, and hold unfair "stereotypes" about industry or factory type jobs.

Beyond these criticisms is recognized a fundamental mutual need of schools and industry to find new ways to identify potential skills and adapt them to changing situations.

Some specific recommendations made to business:

-Get on local school boards; become actively concerned with the quality of elementary and secondary education in communities from which you expect to draw employees.

-Investigate your local vocational education programs; find ways to help develop curriculum, provide instruction and materials to relate these programs to your needs.

-Find a systematic way of sharing the business world with educators, rather than the once-a-year "Career Day" type of operation.

Traditionally, business has not been active on local school boards.

It was suggested that "companies don't want executives taking strong political positions because it might interfere with public relations."

But this attitude is changing:

"I think we're going to see more businessmen on school boards; we do have accountability in this area," said Randall Klemme, Vice President of Mutual of Omaha, who has just become the first businessman on the Omaha school board.

Some examples of successful cooperation of business and education:

-Several years ago, the employment manager of Western Electric Company, Kearny Works, looked at the "general" high school curriculum. He found only 1 year of science, 1 year of math, and Industrial Arts courses featuring "Woodworking" and "Leathercraft." His investigation led to a program called "Narrowing the Distance."

First, principals of six high schools were invited to tour the plant and participate in extensive evaluation sessions, exploring present and future job needs. The immediate payoff: several new courses introduced the following fall in basic technology, applied physics, applied chemistry, and a new electronics lab.

Western Electric then set up an eight-week summer intern program for school guidance counsellors, exposing them to industry at work and needed educational preparation. The company paid them the equivalent of their school salaries. Evaluations of the counsellors (like those of school principals) at the end of the session revealed immense changes in attitudes and concepts about industry job opportunities. Said one:

"I'm still in a state of shock after my visits to the Princeton Research Center and Clark Plant where I viewed new technology and became aware of the tremendous implications that these developments have for the world of work."

One "intern," the head of an Industrial Arts program at a nearby high school, has started to develop a radically new curriculum for his school, in which realistic vocational training is incorporated and related to the entire academic program. The school expects to get help from industry through provision of expert speakers and a cooperative work-study program for senior students.<sup>1/</sup>

-The Jersey City Chamber of Commerce has conducted an in-service training program for teachers (for which they get regular credit) in which business and industry representatives describe varied vocational requirements in area industries.

-Pacific Telephone and Telegraph Company's "Bridging the Gap" program brings high school counsellors and teachers to the company for workshops and up-to-date information of jobs, conducts plant tours and workshops for high school students and provides exhibits, films, talks, and discussion materials for schools. Illinois Bell Telephone Company has also conducted summer programs for counsellors and teachers at the company.

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<sup>1/</sup> A detailed report on these activities is given in the "Patterns of Participation," published by Western Electric Company, Kearny, N. J.

-Denver's Plans for Progress Council and the University of Colorado sponsored a unique program in which high school counsellors spent one week in the streets experiencing daily problems of minority kids seeking jobs, then joined in seminars with industry personnel people to jointly explore job needs and job counselling problems.1/

-In Huntsville, Alabama, AHAC (an association of major employers) has become deeply involved in programs to improve schooling at all levels. AHAC has worked with local and state vocational education officials to develop new curriculum, and has provided instructors and teaching materials. It helped develop and write a proposal which won a \$2.7 million Ford Foundation grant to fundamentally improve pre-school, first, second, and third grade instruction in Huntsville schools. AHAC members see this as a "long-term investment." "It's hard to get qualified people to come South. We are growing our own" said Paul Klein, Manager of RCA Service Company.2/

Some questioned whether it was proper for business to "invade" the "ivory tower of educators" or whether it was possible to breach these "impregnable walls" of education. Businessmen who have been actively involved dismissed these fears.

"The whole idea is so simple--it merely means getting together people who should be talking to each other." In Huntsville, for example, business relations with school boards and city and county education officials have been excellent.

"Their reaction was 'oh boy, industry people are taking an interest in education; they are going to tell us what they really need and are going to help us'" said Clinton Grace, IBM Manager in Huntsville.

If educators try to defend outmoded systems, it was suggested that a few corporation heads sponsoring a study of local education could provide a most effective means of getting change.

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1/ A report on this program is available in a reprint of "Maybe Tomorrow" published by MONITOR, Mountain States Telephone Company, Denver, Colorado.

2/ See Part II, Page

Transportation: "The Jobs Are Leaving the People"

"The city of Philadelphia is losing 9,000 jobs a year. . .But metropolitan region employers are crying for workers at. . .skilled and semi-skilled levels. . .How does (the) man in the ghetto get to the jobs?. . .Regional transportation systems are oriented towards getting the suburban workers into the city to work and then back at home at night. . .The ghetto dweller may have to spend two to four hours. . . covering the same map distance his suburbanite brother covers in 45 minutes."

Alvin Echols, Executive Director  
North City Congress, Philadelphia

This "Philadelphia story" was reported as a basic pattern throughout the country. For example, in Chicago job programs find it very hard to get unemployed youth to travel three hours daily to jobs offered at \$1.90 per hour.

Some urged that industry consider locating or re-locating operations in the cities where workers live; others said this is not feasible, because industrial development would displace homes of poor minority families, or be prohibited by zoning and other restrictions.

One participant said realistically: "We move where it's economic." Another added "and where there are good schools."

In New Orleans, reported Charles Keller, a county-wide government has started to revise zoning to provide industrial locations close to the central city, coupled with improved local transit. But most cities must contend with multiple political jurisdictions at their borders, making it much more difficult to plan comprehensive zoning and transportation.

A few examples of employer efforts to improve transportation:

-In Los Angeles, North American Aviation and several other large companies, individually or jointly, are providing bus transportation to bring central city ghetto residents out to jobs.1/

- In Long Island, New York, a company located in an industrial park with 134 other firms which employ 10,000 people and suffer a chronic shortage of unskilled and semi-skilled workers has helped start a pilot program of bus service from areas of high unemployment, aided by a federal grant. So far, employers, employees, and bus company are very pleased with the results.2/

Better transportation systems were recognized as an urgent short-term need. However, some participants felt that the only long-range solution is available housing for minority workers, and all workers, at prices they can afford, near their jobs.

#### Housing

"Business is becoming very aware. . .that the question of jobs and education and housing are not separate problems. They are related."

Paul Stuber, Employment Practices  
Reynolds Metals Company

"As we move to the suburbs and surrounding communities. . .housing must be found. . .where. . .jobs are."

Edward W. Siebert, Civic Affairs  
Manager, Caterpillar Tractor Co.

A number of large companies first became involved in housing discrimination problems when badly needed professional Negroes turned down job offers because they could not find suitable housing for their families. But a few companies and employer groups are now more actively involved in the problem of housing for workers at all levels.

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1/ See Part II page

2/ See Part II page



-When North American Aviation moved a large operation to Palmdale, California, "the only place Negroes lived was a little shantytown way outside. . .we had to talk to local business people, bankers, and real estate people. We said, "We're coming up here, we've got this kind of a work force, what are you going to do about it? Well, they began doing something about it. If whites can move to the suburbs, Negroes ought to be able to move there," said Dwight Zook.

-The Caterpillar Tractor Company, largest single employer in the state of Illinois, has actively supported local and state fair housing legislation and has worked to involve other business and industry leaders in programs for open housing and elimination of slum housing. The company also assures that housing listed by its transferred employees is available to all.<sup>1/</sup>

-When the Boeing Company in Seattle radically increased its employment last year from 60,000 to 90,000, it recognized that housing discrimination was a barrier to minority employment. The company set up its own listing service, permitting any house, apartment, or lodging to be listed without fee providing it was open without discrimination. The company got about 2,000 listings. Major expansion is finished, but the company is continuing the service.

-Reynolds Metals Company opened a new plant in a deep South area where no Negroes lived. The company first explained to the city government and real estate people that Negro workers would be coming and asked their support and cooperation. "We are pleased to say that we got it," said Paul Stuber, Reynolds Employment Practices Manager. Negroes at various job levels were able to find suitable housing. "We think the pre-planning that went into this paid direct dividends."

-AHAC in Huntsville, Alabama, has also helped Negro employees get housing in white areas. The Association has worked to get more low cost rental housing and public housing, to rehabilitate substandard housing, and to relocate displaced families. It organized a committee representing the Home Builders Association, Board of Realtors, Mortgage Bankers, Housing Authority, and others concerned to get action on these problems.<sup>2/</sup>

-In Chicago, as the Conference was meeting, thousands of businessmen were participating in a Good Neighbor Project, holding workshops in suburban and metropolitan Chicago areas to debunk myths and fears about falling property values and entrance of minority families into neighborhoods. The Project was sponsored by the Leadership Council for Metropolitan Open Communities headed by Joseph Cook, President of the Illinois Bell Telephone Company.

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<sup>1/</sup> See Part II page

<sup>2/</sup> See Part II page

But a participant commented that the involvement of business in housing problems appears to be still fairly limited, and not recognized as an essential, economic business factor. When General Electric Company took the case of a Negro engineer who had not been able to get a house in the Philadelphia area to the State Human Relations Commission, "we were told that this was the first time an employer in the State of Pennsylvania had made any statement. . . in the interest of fair housing," said George Lehman, of General Electric.

Fair housing is not the only problem for minority workers. First and foremost, the Negro needs housing he can afford.

Employers were urged to be more actively involved with basic land-use policies, zoning, and other political decisions in communities surrounding their plants.

Alvin Echols, Executive Director of the North City Congress in Philadelphia, challenged businessmen to look at the inefficient way their tax dollar is used:

". . . when high-rise public housing is constructed in the ghetto at a cost per unit of \$21,000 or more for which you can build . . . at least two \$10,000 - \$12,000 houses in suburban areas in this region."

Echols warned that if suburban areas are zoned so that it is impossible to build low or middle-income housing, fair housing laws will be meaningless. Local political units pass restrictive measures making it impossible to build lower cost housing. Also, local mortgage requirements demand that a man have a minimum income of \$6,000 to afford the lowest priced currently available housing. "That is a little less than \$3.00

an hour. Can housing be built for lower income workers? Is rental housing available in your area?" he asked.

#### Health and Welfare

In communities where joint employer, or employer-community job programs have been established, health and welfare services have been involved in their organizational set-up, and used to help provide counsel and prepare disadvantaged for jobs.

In Illinois, the State Chamber of Commerce actively supported a major increase in funds for the State Department of Public Aid, which has helped reduce relief case loads by providing needed counselling, training and supportive services for welfare clients to become self-sufficient workers. Employers have cooperated with the Department on job-training projects.<sup>1/</sup>

Health problems remain a major obstacle to reducing unemployment. William Robinson, Director of the Cook County Department of Public Aid, reported that the majority of those now on "General Assistance" in Chicago are there because of "emotional, physical, and psychological reasons." Therefore, the work-training programs which his department has developed must have very intensive physical and mental health and other supportive services, and this means more staff, and more funds.<sup>2/</sup>

Day Care for pre-school children of unemployed women who want to get training and work is another major need. Some employers recalled the in-plant day-care centers provided by industry during World War II, when women were a vital labor source, and suggested that similar efforts might be considered again.

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<sup>1/</sup> See Part II page

<sup>2/</sup> See Part II page

-The KLH Company in Cambridge, Massachusetts, with a high percentage of women employees, discovered that child-care problems were a major cause of absenteeism. The company has just started an in-plant day-care program and is receiving funds for this pilot project from the Children's Bureau of the U. S. Department of Health, Education, and Welfare.1/

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1/ See Part II page

THE BUSINESS-COMMUNITY ORGANIZATION

Business is becoming increasingly involved in community social problems. Business-community job organizations are helping business meet its job placement problems. Such broad-based groups were seen as the most effective means to assure effective employment for the hard-core as well as effective community action on social problems obstructing such employment.

-In Huntsville, Alabama, and Newark, New Jersey, the business-community organizations originally formed to work on jobs are already deeply involved with education, health and welfare, and housing.<sup>1/</sup>

-In Rochester, New York, the new community job program recognizes that its activities must be broadened in the future. A similar trend was reported by the Voluntary Council on Equal Opportunity in Baltimore. The Community Relations Program of the state-wide Associated Industries of Massachusetts has established liaison with, and helped coordinate, employment programs, and is now starting to work in other areas.

Once communication among business, minority groups, schools, and social agencies is established through a regular working channel, the need for broader action becomes evident, and it is easier to start cooperative programs.

Business-community organizations have started in different ways, but all appear to have these common essentials:

-An initial core of dedicated, committed top business leadership, men who will go out to sell the idea to others. In some communities Plans for Progress firms supplied this core, in others the Chamber of Commerce; sometimes leadership was provided by just one or two top businessmen.

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<sup>1/</sup> See Part II page

-Effective communication and working involvement with genuine representatives of the minority community, and the complex of private, local, state, and Federal government agencies working on community social problems.

-Full-time staff and budget. Although many groups started with volunteer services of business and community agencies, such as the Welfare Federation, all have found it necessary to provide full-time staff once the program gets going.

-Flexibility in organization and structure, enabling quick and effective response to problems as they arise, rather than fixed commitment to a single program.

AN ACTION PROGRAM FOR BUSINESS AND INDUSTRY

Business and industry should be doing much more, right now, on job programs for unemployed and on related community problems, said Conference participants. Their sense of urgency was borne out by the summer's upheavals in cities across the nation. What needs to be done, and how to go about it, may differ from community to community, and can best be developed by local leadership, participants said, but certain basic actions were suggested:

-Review and activate an affirmative equal employment program throughout your own company or corporation. Some specific recommendations and activities reported at the Conference:1/

Concentrate recruitment on the 80% in the ghetto who can be made employable and provide a real reservoir of talent and ability, rather than the 10% who can find employment for itself, or the 10% representing chronic problems.

Develop new recruitment systems. Let opportunities be known through the use of recruiters and organizations in the ghetto.

Develop new methods of screening and testing prospective employees, taking into consideration the life experiences of the applicant.

Expand on-the-job training. Downgrade job development programs which demand long periods of training prior to job opportunity.

Consider setting some percentage for "higher risk" employees.

Develop a counselling program for new employees. Initial counselling is important to help avoid pitfalls of high interest credit buying. Ghetto employees also face multiple problems in their lives which affect job performance. Housing, health, legal, and other problems could be brought to an on-the-job counselor who could refer employees to appropriate service agencies in the community. The Counselor should monitor the way in which these agencies respond. This monitoring would have great impact on how agencies deal with the problems. Business contributions to community agencies justify active concern about the way they provide service.

1/ See Part II page for reports of company programs.

Help develop credit unions, cooperative purchasing clubs, etc. which reduce employees' need to rely upon exorbitant credit demands often prevalent in the ghetto.

Develop "worker sponsors" already on the job to help new workers master demands of their new job environment. Identify such worker sponsors and give them status.

Institute rapid, short step promotions where possible. Good performance should be rewarded quickly rather than relying upon big jumps spaced over longer periods.

Stimulate educational development of employers and reward it where possible by bending rules and employment policies.

Provide new programs for rapid and cheap transportation to and from work.

Support the work of employees who attempt to improve their own neighborhoods and communities in their free time. Where appropriate, make small grants to local institutions in which these employees are involved.

Assist development of new business within the ghetto.

-Promote broader job efforts through trade associations, which can concentrate on employment problems common to their particular industry. Work through associations of personnel administrators, industrial relations managers. Communicate successful action through publications of these groups and through company house organs.

-Urge Schools of Business Administration to add courses dealing with the specific problems of qualifying and employing disadvantaged minorities. (A participant stated that no major business school has such a course today.)

-Become actively involved with the quality and content of education--elementary, secondary, and vocational--in your community. Serve on local school boards; establish a continuous relationship and interchange with vocational and counselling programs.

-Use business influence and "muscle" to get housing--at convenient locations and at prices they can pay--for minority employees. Recognize that adequate housing is an essential factor to get and retain good employees.



-Help organize a joint business community program. Consider the experience of communities which have found it most effective to start with a broad-based organization including minority group representatives, social and civic agencies, and others to plan and work on job and job-related programs.1/

Specific groups will differ in each community, but a program might start with:

Chamber of Commerce, Plans for Progress Council, or other employer group.

Representatives of minority organizations, such as NAACP, Urban League, CORE, and/or other local action groups, and neighborhood organizations which have real contact with minority residents. In some areas representatives of Puerto Rican, Mexican-American, or other minority organizations should be included.

Social agencies with services and links to minority community: YMCA, neighborhood houses, churches, etc.

Public agencies: local Employment Service, Board of Education, Welfare agency, Youth Opportunity Center, representatives of Mayor's office, local human relations commission, etc.

Council of Churches, Ministerial Alliance and civic groups concerned with employment, training, and jobs.

Some basic guidelines for a community program:

- Find out what is being done; what needs to be done.
- Organize to coordinate and support existing programs.
- Develop new programs to fill major gaps.
- Use experience of other communities as a guide; call on public and private resources for advice and assistance;2/ utilize local resources.

For example: A local university's urban affairs department can help research basic community needs in housing, transportation, health, etc. The university can also help develop training programs.

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1/ See Part II page for reports on community job programs.

2/ See following page for some suggested resources.

Manpower resources for job programs might include retired executives, retired office managers and supervisors, and retired foremen and craftsmen.

#### RESOURCES

The NATIONAL CITIZENS' COMMITTEE for COMMUNITY RELATIONS of the Community Relations Service is a central resource for information about community job programs and technical and financial assistance available from private and government sources.

The Committee will provide:

- Information about and referral to successful community programs
- Consultation and technical assistance by task forces of private employer and/or Federal experts
- Assistance in forming a business-civic organization
- Guidance in developing regional conferences on job and job-related problems
- Information about relevant Federal programs
- Direct contact with proper Federal agency in Washington

For assistance, contact Mr. Charles A. Tuller, Program Director, National Citizens' Committee, Community Relations Service, Washington, D. C. 20530 Tel: 202-386-6422

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A number of other resources for technical assistance on job programs and job-related social problems were identified at the Conference. Following is a brief listing, by no means all-inclusive:

#### Private national organizations

American Society for Training & Development  
Carl B. Kludt, Director of Community Affairs Program  
4404 South Bixel Street  
Los Angeles, California 90054 Tel:213-482-4010

This professional society of industrial training experts has provided staff and technical assistance to community job programs in the Los Angeles area. It now offers to help other communities organize effective programs and financial support from private and government sources.

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1/ For information on other programs mentioned in text, refer to Participant List at the end of this section.

The Board for Fundamental Education  
Dr. Cleo W. Blackburn, Executive Director  
146 E. Washington Street  
Indianapolis, Indiana 46204 Tel:317-639-4281

A non-profit institution. Designs in-plant basic education programs geared to company needs. Courses from illiteracy level to high school equivalency. Provides other services to help disadvantaged help themselves, such as pre-vocational counselling, education in consumer economics.

Chamber of Commerce of the United States  
Mr. Richard L. Breault, Manager  
Community & Regional Resources Development Group  
1615 H Street, N. W.  
Washington, D. C. 20006 Tel:202-659-6170

Consultation on job programs, community development programs and creating the business-civic organization.

Film: "A Tale of Four Cities" (34 mins.) How Business is Taking the Lead on Community Problems

MIND (Methods of Intellectual Development)

Mr. L. T. Knauff, Vice President  
18 W. Putnam Avenue  
Greenwich, Connecticut 06830 Tel:203-869-1350

Originally developed by the NAM as a pilot basic education program to upgrade employees, this program is now a subsidiary of the Corn Products Company. It will conduct training programs or provide consultant service to help companies set up their own programs.

Plans for Progress  
1800 G St. N. W.  
Washington, D. C. 20006 Tel:202-961-5556

A small staff, loaned by member companies, assists in organizing local merit employer councils and conducts local manpower development seminars.

Literature on company "Plans" for equal employment opportunity.

STEP (Solutions to Employment Problems)  
William Flynn, Director  
National Association of Manufacturers  
277 Park Avenue  
New York, New York 10017 Tel: 212-826-2100

A continuing series of written case studies detailing how companies are meeting specific employment problems: training, re-training, upgrading, basic education, recruiting, etc.

Staff assistance to aid businessmen and business-community organizations on job programs.

Film: "The Bridge" (20 mins.) What Business Can Do to Help on the Dropout Problem

Community Job Programs

Listed are some of the organizations referred to in the report which should be able to provide details on structure, organization and program. Some may be able to give further assistance.

Associated Industries of Massachusetts  
Walter Palmer,  
Director of Human Relations  
4005 Prudential Tower  
Boston, Massachusetts 02199 Tel: 617-262-1180

Association of Huntsville Area Companies  
L. C. McMillan, Director  
2205 E. University Drive  
Huntsville, Alabama 35805 Tel:205-539-8174

Business & Industrial Coordinating Council  
William A. Mercer  
Coordinator,  
46 Branford Place  
Newark, New Jersey 07102 Tel:201-622-3750

Employment Opportunities Committee  
Indianapolis Chamber of Commerce  
Carl R. Dortch  
Exec. Vice-President  
320 N. Meridian Street  
Indianapolis, Indiana 46209 Tel:317-635-6423

JOBS NOW Project  
C. Joseph Ehrenberg, Jr.  
Executive Director  
1020 S. Wabash Avenue  
Chicago, Illinois 60605 Tel:312-922-3414

Los Angeles Merit Employment Committee  
Merl R. Felker, Chairman  
Douglas Aircraft Company  
3000 Ocean Park Blvd.  
Santa Monica, California 90406 Tel:213-399-9311

Opportunities Development Corporation  
Dr. Allan H. Bush, Executive Director  
121 Ellicott Street  
Buffalo, New York 14202 Tel:716-854-4060

Rochester Jobs Incorporated  
Edward Croft, Director  
Sibley Tower Building  
25 North Street  
Rochester, New York 14604 Tel: 716-232-2600

Tri-Faith Employment Project  
Monroe Sullivan, Coordinator  
116 South Michigan Avenue  
Chicago, Illinois 60603 Tel: 312-263-2558

Voluntary Council on Equal Opportunity  
Alfred P. Ramsey, Chairman  
1901 Gas & Electric Building  
Baltimore, Maryland 21203 Tel: 301-752-5260

Work Opportunities Unlimited  
Mr. Fred Karches, Director  
1700 South Second Street  
St. Louis, Missouri 63104 Tel: 314-Ma. 1-0929

FEDERAL AGENCIES FOR GUIDANCE AND FUNDING

I. DEPARTMENT OF LABOR, Manpower Administration, Washington, D.C. 20210 (AC 202)

- A. Bureau of Apprenticeship and Training - administers programs for the development, expansion and improvement of company sponsored on-the-job training programs to provide employees in the skilled crafts and trades. Some training costs are reimbursable. Program grants, technical assistance and printed materials are available for employers.

CONTACTS: Mr. Hugh C. Murphy, Administrator . . . . . 961-2644  
Mr. George W. Sabo, Deputy Administrator 961-2483  
Mr. Robert C. McConnon, Director, Office  
of On-the-Job Training . . . . . 961-5244

- B. Office of Manpower Policy, Evaluation and Research - provides grants for experimental and demonstration programs involving new approaches and innovative techniques in such areas as recruiting, counseling, training and placement, which are suitable for action programs; include basic education and occupational training.<sup>1/</sup> Grants, technical assistance and printed materials are available.

CONTACT: Mr. Judah Drob, Chief, Division of Program  
Utilization, Office of Special Manpower  
Programs . . . . . 961-2232

- C. Bureau of Work Programs - administers several employment-training programs through which employers can hire "participants" or serve as sub-contractors.

Neighborhood Youth Corps - provides part-time work and on-the-job training for high school age youth from low-income families, through grants to local sponsoring groups; also provides for training costs to private employers for OJT projects in which employers pay wages.

Special Impact Program - provides a work-training experience for persons 16 and over who are unemployed or members of low-income families, via projects in and for poverty-stricken urban communities and neighborhoods, through grants to local sponsoring groups.

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<sup>1/</sup> OMPER also administers programs of indirect assistance to employers: a pilot program of relocation assistance allowances, of grants and loans, to involuntarily unemployed workers who can obtain jobs from employers in other localities; and a program of occupational training and retraining of persons in designated redevelopment areas, to qualify them for existing job vacancies, among other positions. Grants, technical assistance and printed materials are available.

New Careers Program and

Operation Mainstream - are adult work-training employment programs geared first toward positions in public service and ultimately to permanent positions in private industry as well, through grants to local sponsoring groups.

(These programs are generally sponsored by public agencies, community action groups or private non-profit organizations.)

CONTACTS: Dr. James F. Tucker, Director, Office of Operations . . . . . 961-5545  
Mr. Leonard Burchman, Director, Office of Public Affairs . . . . . 961-3784

(The best contacts for specific information on these programs are the seven Regional Directors of the Bureau, since grant decisions are made at this level, not in the Washington office.)

- D. Bureau of Employment Security - provides several information and technical assistance services to private employers through the United States Employment Service, operating through the state employment agencies: Community Employment Programs, Industrial Services, Farm Labor Services, Job Market Information, Smaller Community Programs, and Youth Opportunity Centers. Employers should contact the individual state employment agencies which operate these programs or

CONTACT: Miss Ruth Barth, Acting Director,  
Office of Information . . . . . 961-2822

II. DEPARTMENT OF HEALTH, EDUCATION AND WELFARE, Washington, D.C. 20201 (AC 202)

A. Office of Education -

Division of Manpower Development and Training - in conjunction with the Manpower Administration, Department of Labor, administers grants, contracts, and technical assistance for basic education programs to accompany on-the-job and classroom training projects, to state agencies and to private industry.

CONTACT: Dr. Howard A. Matthews, Director, Division of Manpower Development and Training . . . 963-7132

B. Social Rehabilitation Service -

Bureau of Family Services - administers the Work Experience Program through which actual and potential welfare recipients are provided with a comprehensive range of work experience and training, and



social and educational supportive services; to hire trainees from this program, employers should contact their local or state welfare agency through which grants are administered, or for basic information.

CONTACT: Mr. Andrew Truelson, Chief, Office of Special Service, Assistance Payment Division. . . 963-3157

C. Welfare Administration -

Children's Bureau - administers several grant programs appropriate for child day-care centers, to local and state welfare agencies. Employers can use these programs for the care of children of employees who cannot otherwise obtain care for them during working hours. (The local welfare agencies can also obtain funds from other sources, e.g., Headstart, appropriate for day-care centers.) Employers should request assistance directly from the local welfare agency. Program information is available from the HEW Regional Offices or

CONTACT: Miss Gertrude Hoffman, Specialist on Day-Care Services . . . . . 963-5045

III. OFFICE OF ECONOMIC OPPORTUNITY, Washington, D.C. 20506 (AC 202)

A. Community Action Programs - administers a grant program for demonstrations and unique experimental projects, appropriate for private industry participation, in the areas of manpower and education, among others. Employers should submit specific proposals and programs. (Regular manpower programs in OEO are administered through the Department of Labor.)

CONTACT: Mr. Gerson Green, Director, Research and Demonstrations Division . . . . . 382-2737

B. Job Corps - provides a program of basic education, skill training and work experience for men and women ages 16 through 21. Employers can participate in the program by hiring "graduates" of the Corps, or by contracting to establish and operate a Corps Center. For hiring, employers with a single plant operation should contact their Regional OEO Office; those with larger operations.

CONTACT: Mr. David Oestreich, Chief, Placement Division . . . . . 382-5312

For submitting proposals for operating Centers, employers should

CONTACT: Mr. John Donohue, Chief of Procurement, Contracts Division . . . . . 382-3751

IV. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, Washington, D.C. 20410  
(AC 202)

Metropolitan Development

Urban Transportation Administration - administers a demonstration grant program and a capital grant program for studies and projects on the transportation needs for employment. Employers can participate in these projects by submitting proposals and requests to their local public transportation authorities which are the official grant recipients in the programs.

CONTACTS: Mr. Robert H. McManus, Director, Division  
of Project Development (for capital grants)..382-5374

Miss Hartley Campbell, Division of Demon-  
strations Programs & Studies (for demon-  
stration grants).....382-3783

Model Cities Programs - low rent public housing Urban Renewal  
Projects.

CONTACT: Mr. Elliot Roberts, Information Officer.....393-4160

V. DEPARTMENT OF COMMERCE, Washington, D.C. 20230 (AC 202)

Economic Development Administration - administers two programs in  
employers can participate: business loans are available to firms  
for building or expanding in designated EDA areas; and technical  
assistance grants are available on a limited basis to employers  
for funding certain employment projects. Loans and grants are  
awarded by the EDA Regional Offices; for general information.

CONTACT: Mr. Morton Baill, Chief, Industrial Projects  
Division, Technical Assistance Office.....967-2812