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Negroes

THE NEGRO &
TITLE VII

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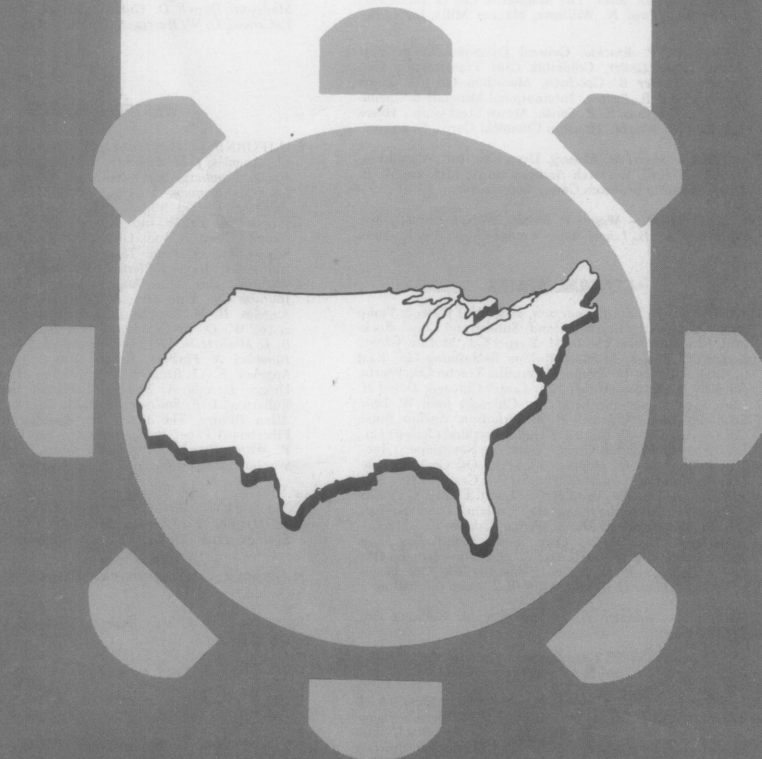
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What Is The Personnel Policies Forum?

The Editors of The Bureau of National Affairs have invited representative personnel and industrial relations executives to become members of the 1965-66 Panel of the PERSONNEL POLICIES FORUM. These Panel members are top personnel officials in all types of companies, large and small, in all branches of industry and all sections of the country.

At regular intervals throughout the year BNA editors ask the members of the Panel to outline their policies and procedures on some important

aspect of employment, industrial relations, and personnel problems. From these replies, the editors complete a survey report on the problem, showing prevailing practices, new wrinkles and ideas, and cross-section opinion from these top-ranking executives.

In many cases, the comments, suggestions, and discussions are reproduced in the words of the Panel members themselves. In effect, survey users are sitting around a table with these executives and getting their advice and experience

on the major problems in this field facing all companies this year.

Results of each PERSONNEL POLICIES FORUM survey made during 1965-66 are printed in a special survey report which is sent, as part of the service, to users of these BNA labor reports:

Labor Relations Reporter; Labor Policy and Practice; Daily Labor Report; White Collar Report; Retail Labor Report; and Government Employee Relations Report.

The 1965-66 Panel

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THE NEGRO & TITLE VII

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INTRODUCTION

Title VII of the Civil Rights Act of 1964 is now in effect. It's designed to insure equal employment opportunity to all persons regardless of race, color, religion, sex, or national origin. Its principal provisions for employers are those which make it unlawful to fail or refuse to hire, or to discharge or otherwise discriminate against, any individual with respect to compensation, terms, conditions, or privileges of employment because of race, color, religion, sex, or national origin.

Shortly before the effective date of the Civil Rights Act (July 2, 1965), the editors of BNA decided to send a questionnaire to personnel and industrial relations executives who make up BNA's Personnel Policies Forum to find out the practices in their companies regarding the recruitment, selection, placement, training, and development of but one of the minority groups, specifically, Negroes. The information that follows is based on replies received from 140 executives on the Forum. In the survey, first in the 1965 series, "larger" company refers to one with over 1,000 employees; "smaller" company, to one with 1,000 or fewer employees.

Negroes are employed on a full-time basis in practically all Forum companies. A much higher percentage of them, however, employ male Negroes than female Negroes; this is especially true in smaller companies, where over nine in 10 of them employ Negro males, and less than half employ female Negroes.

What types of jobs are being held by Negroes in Forum companies? They hold down blue-collar jobs in 94 percent of the companies, white-collar jobs in just over seven in 10 companies. A third of the companies have Negroes employed as foremen or first line supervisors and nearly the same percentage have them working in middle management or executive positions. Negroes are employed in scientific, professional, or technical positions in exactly two in five Forum companies.

The percentage of Negroes in the work force is less than many would expect. When asked what percentage of their companies' total work force is Negro, a sizable majority (58 percent) reported that it was 3.9 percent or less. Nearly three in 10 executives, however, reported the figure at 9 percent or more.

Has there been any increase in the number of Negroes in Forum companies since the passage of the Civil Rights Act? According to over three in five executives there hasn't been, but many who reported otherwise were quick to point out that the increase had nothing to do with the passage of the law.

Positive steps to recruit Negroes reportedly are being taken in nearly three fourths of Forum companies. The principal method used by these firms is contacting federal and state employment services for Negro help. The only other methods used by a majority of Forum companies are to seek referrals from Negro employees currently on the payroll and to advertise in newspapers or magazines with a high Negro circulation.

Less than a fourth of Forum companies have been approached by a civil-rights group to hire Negroes, and those that have report very "courteous" or "pleasant" meetings.

Other highlights of the survey include these:

(1) Nearly nine tenths of Panel members whose companies administer mental-ability tests don't agree that such tests are unfair to many Negroes--as has been claimed--because they are based on

cultural and educational levels that some Negroes have not encountered and thus underestimate the Negro's learning ability.

(2) The vast majority of Panel members stated that no special steps were being taken to demonstrate to a Negro job applicant--any more than any other job applicant--that he was refused employment simply because he wasn't capable of doing the job or because he lacked the necessary qualifications for doing the job.

(3) Very few companies have experienced problems in integrating Negroes into certain occupations.

(4) Just a handful of companies are making a special effort to encourage Negro employees to enroll in training and development programs.

NOTE: The first questionnaire sent to Panel members in 1965 concerned the training of first-line supervisors and will be published shortly. Because of the importance of the Civil Rights Act to many executives, it was decided to publish this survey first.

COMPOSITION OF WORK FORCE

What percentage of Forum companies employ Negro workers? Male Negro workers? Female Negro workers? What types of jobs are held by Negroes in these companies? What percentage of the total work force is Negro? Has the number of Negro employees increased since the enactment of the Civil Rights Act? These and other questions were put to members of the Panel to find out the status of Negroes in these companies today. The data that follow summarize the responses.

Negroes Employed: Male & Female

Almost all Forum companies--98 percent of the larger and 92 percent of the smaller ones--employ Negroes on a full-time basis. From a sex standpoint, however, a much greater percentage of Forum companies employ male Negroes. Males of this minority group are full-time employees in 95 percent of the companies, females in 70 percent. However, while 83 percent of the larger companies have female Negroes on their payrolls, just 46 percent of the smaller ones do.

The following table gives a percentage breakdown, by sex, of the Forum companies that employ Negroes on a full-time basis:

Employment of Negroes by Sex			
	<u>All Cos.</u> 96%	<u>Larger</u> 98%	<u>Smaller</u> 92%
<u>Employ Negroes</u>			
Employ male & female Negroes	69	81	46
Employ male Negroes only	26	15	46
Employ female Negroes only	1	2	--
<u>Do not employ Negroes</u>	4	2	8

Most Panel members in those Forum companies that do not employ Negroes, either male or female, submitted reasons for their companies' practices. Here's what they had to say:

We are located in Bryan, the county seat of Williams County, Ohio. No Negroes live in the county. The nonwhite minority group averages less than 1 percent of the population.--L. E. Bigler, Personnel Manager, The Aro Corporation, Bryan, Ohio.

* * *

Our work force is composed presently of all white employees. Over the past 20 years we have had only one colored male employee. This man retired six years ago because of age. Our community is all white with the exception of this one retired Negro employee. Over the past years we have had three job applications from Negroes, and they were not qualified to do the work we had to offer. --R.H. Tenley, Personnel Manager, Penberthy Manufacturing Co., Prophetstown, Ill.

One executive whose company doesn't employ Negroes replied that there were no Negro residents or workers in the community. He added, however, that the company recently published a statement of policy with reference to no discrimination because of race, color, religion, sex, or national origin, and that he believed that a "qualified Negro applicant, who met the company's hiring standards, including tests when applicable, would be accepted by the employees on the same basis as any other newly assigned employee."

Another executive whose company doesn't have a Negro on the payroll at the present time makes this comment:

Our experience in hiring Negroes, though limited, has been good. For instance, F.A. was hired as an assembler learner, became a welding utility man, and then a drill press operator. He was with the company for two-and-a-half years, but was laid off because of lack of work. We tried to rehire him, but he was working elsewhere.

T.M. came to work as a drill press operator and was promoted to a turret lathe operator. After four years with us, he entered the Navy. A good man in electronics. After his Navy discharge he applied for re-hire. I counseled him at great length, encouraging him to enter the electronics field. This he did and is doing well.

J.P. was hired as a finish cleaner and rose to the top drill press classification in two years. He quit to accept a job in Washington, D.C. His problem--no social life in Bradford (Pa.) for him.

These men were all good employees, but J.P. was tops. We have few Negroes in the community. The latest census shows 75 in McKean County.--Thom Williams, Manager of Personnel, Bovaird & Seyfang Manufacturing Co., Bradford, Pa.

Types of Jobs Held by Negroes

It's one thing to know what percentage of Forum companies employ Negroes, but we also wanted to find out what types of jobs are being held by Negroes in these companies. To this end, executives on the Panel whose companies employ Negroes were asked if members of this minority group were working (1) in blue-collar jobs; (2) in white-collar jobs; (3) as foremen or first-line supervisors; (4) in middle-management positions; (5) in executive positions; (6) in scientific, technical, or professional positions; (7) as salesmen; (8) as clerks in the employment office; and (9) as recruiters.

Replies from respondents whose companies employ Negroes showed that well over nine in 10 Forum companies (91 percent of the larger and all of the smaller ones) have Negroes in blue-collar jobs on their payrolls. In the white-collar field, however, the situation is quite different, especially in the smaller companies. To illustrate, just about the same percentage of larger companies that employ Negroes in blue-collar jobs have Negroes in white-collar jobs. In contrast, just 37 percent of the smaller Forum companies have Negroes working in white-collar positions.

Following is a table which gives a percentage breakdown of Forum companies that employ Negroes in blue-collar and white-collar jobs. It also shows the percentage of companies that employ Negroes as foremen or first-line supervisors, in middle-management positions, in executive positions, as salesmen, as clerks in the employment office, as recruiters, and in scientific, technical, or professional positions.

<u>Types of Jobs Held by Negroes</u>			
	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>
Blue-collar	94%	91%	100%
White-collar	72	89	37
Foremen or first-line supervisors	33	44	13
Middle-management	22	28	9
Executive	8	11	3
Scientific, technical, or professional	40	47	25
Salesmen	18	25	3
Clerks in employment office	14	20	--
Recruiters	8	13	--

Percentage of Negroes in Work Force

A sizable majority of executives (58 percent), when asked what percentage of their company's total work force is Negro, replied that it was less than 4 percent. However, 27 percent (a fifth of those with larger companies and 39 percent of those with smaller ones) responded by saying that at least one in 10 of their company's employees is a Negro. Following is a breakdown of the percentage of Negroes in the work force as reported by Panel members:

<u>Percentage of Negroes in Work Force</u>			
	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>
Less than 1 percent	7%	8%	6%
1.0 to 1.9 percent	16	18	13
2.0 to 2.9 percent	20	20	20
3.0 to 3.9 percent	15	16	13
4.0 to 4.9 percent	6	9	--
5.0 to 5.9 percent	7	9	3
6.0 to 6.9 percent	1	--	3
7.0 to 7.9 percent	--	--	--
8.0 to 8.9 percent	--	--	--
9.0 to 9.9 percent	1	--	3
10 percent	11	4	23
Over 10 percent	16	16	16

Of those executives who replied that the percentage of Negroes in their company is over 10 percent, two reported that it was 12 percent and two said 15 percent. Other percentages mentioned by executives were the following: 10 to 12, 11, 13, 14, 12-15, 16, 17, 18, 25, and 33 1/3.

Highest Job Held by a Negro

As a corollary to the last inquiry, executives on the Panel were asked to name the highest job held by a Negro in their company. For convenience, we have grouped the many job titles listed in the responses under a few broad categories. These, and the percentage of companies that report the employment of at least one Negro in each category, appear below. Job titles typical of each category also are shown.

Unskilled (13 percent--5 percent of the larger companies and 29 percent of the smaller ones)--Enamel sprayer; lead janitor; truck driver; comb tender; pre-press worker; mill operator; chemical operator.

Semi-Skilled (3 percent)--Rolling mill operator; machine operator.

Skilled (9 percent)--Machinist; tool and die maker; electrician; press operator; welder; color maker.

Clerical (11 percent)--General clerk; senior cashier; production control clerk; secretary; production control expeditor; staff assistant; messenger-driver; shipper and receiver in charge; department clerk.

Sales (2 percent--3 percent of the larger companies, none of the smaller ones)--Sales clerk, salesman.

Professional (18 percent--21 percent of the larger companies, 13 percent of the smaller ones)--Engineer; design engineer; process engineer; chemist; senior editor; auditor; pilot; supervisory engineer; attorney; accountant; registered nurse; head nurse; scientist.

Technical (10 percent)--Engineering draftsman; drafting technician; inventory analyst; systems analyst; marketing coordinator; market researcher; lab technician; electronics technician.

Foreman and Assistant Foremen (13 percent--18 percent of the larger companies, 3 percent of the smaller ones).

Managerial (18 percent--21 percent of the larger companies, 13 percent of the smaller ones)--Assistant divisional manager; manager-research; industrial relations assistant; store manager;

laboratory director; executive; unit personnel administrator; research section head; assistant data servicing manager; plant supervisor; director of industrial relations; buyer; sales supervisor.

Management Trainees (2 percent--3 percent of the larger companies, no smaller ones).

Unclassified (5 percent) (Job duties not specified with sufficient clarity to permit classification)--group leader; "skilled machine operator."

Negro Employment Since the CRA

In order to find out what effect, if any, the Civil Rights Act had on Negro employment, Panel members were asked this question: "Since the enactment of the Civil Rights Act in 1964, has the number of Negro employees increased in your company?"

According to slightly more than three fifths of the executives, there hasn't been any increase in the employment of Negroes since the passage of the law. This reply was given by 54 percent of the executives with larger companies and 76 percent of those with smaller ones. All of the remaining executives reported that there are more Negroes on their payrolls, but a few of them were quick to point out that the increase had nothing to do with the new law. As one executive phrased it: "The increase is due to participation in Plans for Progress, and not legislation."

Those Panel members in Forum companies in which the number of Negroes had increased since the Civil Rights Act was passed further were asked to give the percentage increase. Here's a summary of their replies: Just under three in 10 of these executives answered that the increase was small, insignificant, minimal, or the like; a fifth reported the increase as 1 percent or less; 12 percent set the increase somewhere between 1.1 and 2.0 percent; 16 percent reported increases between 2.1 and 5.0 percent; while virtually all of the remaining executives reported the increase as over 5 percent. The executives in the last category gave these percentages: 8 to 10 percent, 10 percent, 20 percent, and 25 percent. One executive, it should be noted, replied that his company had no Negro employee prior to the passage of the Civil Rights Act.

RECRUITMENT OF NEGROES

There's been a lot of talk recently concerning the difficulty in recruiting Negroes. Some companies have said that they haven't encountered any problem in finding qualified Negro employees. Others explain that their company hires on the basis of merit alone and without regard to an individual's race, creed, color, or national origin, but that the company has been faced with a problem of finding qualified Negroes. Many of these companies are members of the Plans for Progress program, others are not.

A few executives--whose companies have based employment strictly on merit--strongly object to the idea of going out and finding qualified Negroes, because this approach, they feel, is giving "preferential treatment" to the Negro population. One of these executives--whose company is a member of Plans for Progress but which did not agree to seek out qualified Negroes as did other such companies--leveled a strong jab at BNA's questionnaire, while expressing other viewpoints on the Negro question. Here's what he had to say:

With all due respect to the Bureau of National Affairs, I believe that this is the most poorly conceived questionnaire that I have ever seen emanate from your great institution.

Initially, the purpose of Title VII of the Civil Rights Act was to create employment opportunities on the basis of merit, yet many of your questions are ill-conceived and imply preferential treatment for Negroes and I, personally, resent this approach on your part very much.

The American public has been badly misled; employers have been duped; and our obligations under the Plans for Progress program is to employ . . . as we have for many years . . . on the basis of merit only. Currently, many of the people responsible for administering the progress under Title VII and Plans for Progress are interested in statistical improvement in the percentages of Negroes on their payrolls. I must say that, in my opinion, the percentage of Negroes on our payroll will probably be reduced and not increased as a result of the necessity of upgrading our employment standards to keep abreast of technological changes occurring within our industry. If we were hiring Negroes for the first time, obviously our statistics would improve, but I resent the following and predict that there will be substantial opposition to these points:

- (1) Paying a premium salary to Negro college graduates just for the sake of getting a Negro on the payroll.
- (2) Seeking out Negroes by recruiting at all-Negro colleges.
- (3) Seeking out, exclusively, Negro employment sources just for the purpose of getting Negroes on the payroll.
- (4) The emphasis on culturally deprived being applicable only to Negroes, because it is equally applicable to culturally deprived whites.
- (5) The lack of intestinal fortitude on the part of businessmen to make the merit employment concept a reality and not use it for the purpose of preference to Negroes.

You will note in the document signed by President Johnson and our President and Chairman of the Board that we did not agree to seek out qualified Negro applicants as did many companies, since we feel that this is contrary to the American way of life and to the merit employment concept.

Again, I must repeat that your questionnaire is "lousy" and only misguides an already naive group of employers who yield to government pressure as a price of doing business.--John R. Hundley, Vice President, Industrial Relations, Granite City Steel Co., Granite City, Ill.

A few other Panel members voiced their concern in this manner:

I believe most people in the Northeast respect the Negroes' rights and view this as a moral issue. However, government interference and pressure to get more Negroes employed at all levels regardless of qualifications--the so-called "affirmative action" required by Executive Order 10925--has caused some apprehension of Title VII. The idea that employers will be pressured into discriminating for Negroes is a fear that I sense among groups of employees and applicants.

We have set high, but not unreasonable, employment standards and uniformly require all applicants to measure up to these standards. This helps offset the fear that Negroes will be hired because of pressure rather than qualification and it makes good business sense to hire the best qualified people regardless of color. I believe this is basically what the Negro community wants and expects.--Gerald C. Burdick, Director of Industrial Relations, Mesta Machine Co., Pittsburgh, Pa.

* * *

We have not made any special efforts to seek out Negro applicants any more than we make extra efforts to seek out Mexicans, Jews, Catholics, Chinese, or what have you. Nor do we discriminate against anyone solely because of race, religion, etc. We have actively cooperated with the President's Committee on Equal Employment Opportunity, and have revised written policies and union contracts to specify company policy.

We do not believe special considerations, specific quotas, or reverse discrimination is the answer. If the qualifications of Negro applicants are comparable to whites, they will be hired. We know that increasing pressure will be placed on us to hire Negroes because they are Negroes and not because they are qualified. The answer lies with the Negroes themselves to pull themselves up by their bootstraps, without reliance on special government pressures.--Herman Harrow, Director of Industrial Relations, The Welch Grape Juice Co., Inc., Westfield, N.Y.

The vast majority of executives didn't condemn the questions asked by BNA on its questionnaire and didn't score government "pressure" or "interference," although conceivably many of them could have had thoughts along these lines but didn't go out of their way to express their feelings. Many of the respondents, however, did say that they have in the past, and will continue, to hire without regard to a person's race, creed, color, or national origin, thus implying that the Civil Rights Act and the Executive Orders concerning the employment of Negroes weren't necessary in the first place.

To find out what Forum companies actually are doing to recruit qualified Negroes, if anything, these questions were asked: "Has your company taken any positive steps to recruit qualified Negroes, and if so, what steps are being taken?" "Has your company taken any steps to insure that private employment agencies aren't being discriminatory in their referrals?" And "Has your company been

approached by any civil-rights group to hire Negroes?" The answers to these and other questions appearing on the questionnaire, as given by members of the Panel, appear below.

Action Taken to Recruit Negroes

Close to three in four executives on the Panel--77 percent of those with larger companies and two thirds of those with smaller ones--reported that their company takes positive steps to recruit qualified Negroes. How do they go about it? The principal method, according to over four in five of these Panel members, is by contacting federal and state employment services for Negro help. The next most widely used method is to seek referrals from Negro workers currently employed by the company. The only other method used by a majority of Forum companies is to seek referrals from such organizations as the NAACP, CORE, and the Urban League, which is the practice in just over three fifths of Forum companies. However, slightly more than one in eight of these executives reported that his company sought referrals only from the Urban League. Other methods used by at least one in five Forum companies in which positive steps are taken to recruit qualified Negroes are to place advertisements in newspapers or magazines having a high Negro circulation to send recruiters to high schools and colleges with predominantly Negro student bodies, and to seek referrals from Negro clergymen.

The following table gives a percentage breakdown of the methods used by Forum companies to recruit qualified Negro help:

Methods Used to Recruit Qualified Negroes			
	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>
Making contact with federal and state employment services	83%	86%	75%
Seeking referrals from Negro workers currently employed by the company	78	76	85
Seeking referrals from such organizations as the NAACP, CORE, and Urban League	62	78	25
Advertising in newspapers or magazines with a high Negro circulation	45	51	30
Sending recruiters to high schools and colleges with predominantly Negro student bodies	33	43	10
Seeking referrals from Negro clergymen	22	29	5
Other	22	24	15

Among the "Other" methods used by Forum companies to recruit qualified Negroes are the following: contacting local mayor's panel on equal employment opportunity; contacting other companies for Negro help; contacting influential Negro business and community leaders; seeking referrals from the Youth Opportunity Board; participating in and using the National Urban League Skills Bank; interviewing Negro applicants at times when the company is not hiring, so as to have applications on file when positions open; placing "Equal Employment Opportunity" on all advertisements; and by participating in the Cleveland Occupational Planning Programs and the Seattle Job Fair.

To illustrate, in detail, what certain Forum companies have done to seek out qualified Negro employees, here are a few comments from Panel members in these companies:

We originally had no Negroes. With the advent of the Civil Rights Act, we hired some Negroes. We have an over-all total of five, four of whom are in production and one in the accounting office.

We started out by writing letters to all agencies that we contact or use in securing employees, outlining our policies in such matters, and calling on the local state employment office, local business school, chairman of the Mayor's panel, on equal employment opportunities, principal of the local Negro high school (the schools are integrated) . . . the president of the local state vocational school (a Negro institution which has some white students). Letters also were written to the NAACP, and Urban League groups outlining our policies. Notwithstanding any of the above, there has been no appreciable number of Negro applicants.--James Jennings, Personnel Manager, Modine Manufacturing Co., Paducah, Ky.

* * *

We have invited representatives of various Negro groups such as HARYU (Harlem Youth Action project) and discussed the problem of attracting skilled Negroes. For example, of the hundreds of industrial engineers, skilled trades--screw machine operators, toolmakers, boring mill hands, draftsmen--we can count on one hand the number of Negro applicants. Negro leaders acknowledge that their people simply do not take advantage of the opportunity to learn such skills and trades--even though the schools are open to all and in most instances are free of charge. We encouraged the leaders to send likely trainee prospects to be interviewed for the few training programs we have. They sent one candidate who we placed in a clerical position, which offers a good opportunity for advancement.--Robert O. Wechtler, Manager of Industrial Relations, Neptune Meter Co., Long Island City, N.Y.

* * *

All plant personnel managers and plant department heads with personnel responsibilities were informed orally in November 1963 of our policy on equal employment opportunity. (The policy is to provide equal employment opportunities for all persons regardless of race, creed, color, or national origin.) This same policy also was sent at that time to all other managers and department heads in the company.

The plant managers and department heads at all plants were informed in special meetings personally by the Vice President, Organization & Personnel Division, or one of his representatives (in April 1964) that it was not only their responsibility to see that no discrimination against minority members occurred in their plants, but that they were specifically to seek out qualified colored people and employ them until a significant percentage was working successfully in their plants.

The company's policy regarding equal employment opportunity was presented to all employees in the employee publication in June 1964. Almost all of the plants with significant Negro populations in the community have now been integrated with no unfortunate incidents.--Larger-company executive.

* * *

Prior to 1964, there were no Negroes in our employ. We have never found it necessary to recruit employees, as there was always an abundant supply of applicants coming in unsolicited. Contrary to the policy of many companies, we have been quite successful in employing many people from the same family. Hence, many of our new employees have come to us recommended by present employees. With the introduction of the Civil Rights Act, however, we were somewhat at a loss as to how to find qualified Negro help. We decided to stay with our present policy of hiring only from applications, but took care to interview all Negro applicants who could possibly qualify. There were very few Negro applicants and it was several months before we were able to hire our first Negro. We were extremely selective in hiring him, as this employee would have to prepare the ground for other Negroes. We were fortunate in our first selection, and have been able to integrate with no racial problems developing. After the first Negro was hired, she was able to refer other qualified Negroes to us, and we now have seven in our employ.--Smaller-company executive.

* * *

Prior to 1964, the company had paid "lip service" to integration and in a period of five years had only hired three Negro applicants. During the summer of 1964, the Personnel Director brought this to the President's attention. He in turn brought it up before the Board of Directors. The Board formally issued an employment policy that there shall be no discrimination against any employee or applicant for employment by reason of race, color, sex, religion, or national origin. Meetings were then held with both the office and shop supervisors and with the union explaining the new policy. From that point on qualified Negro applicants were referred to supervision and, as a result, approximately 40 Negroes have been hired in the last eight months. Except for a few minor cases, the integration has been successful.--Harold F. Young, Preformed Line Products Co., Cleveland, Ohio.

Use of Private Employment Agencies

Seventy-seven percent of Forum companies (85 percent of larger companies and 62 percent of smaller ones) use private employment agencies to recruit employees. And three in four of these companies, according to replies from Panel members, take some type of action to insure that the agencies they use aren't being discriminatory in their referrals.

What definite steps are taken? Virtually all Forum company executives stated that the agencies are informed--mostly in writing, but in some cases orally--that applicants are to be considered on ability alone, that their company is "An Equal Opportunity Employer," that applicants are to be referred without

regard to race, creed, color, or national origin, or some such remark. A few of these companies also inform their agencies that they are not to discriminate on the basis of sex, either.

One executive stated that in addition to sending a letter to the agencies informing them that applicants are to be considered on the basis of ability alone, his company also makes telephone calls to the agencies to motivate special effort to find qualified Negroes. Another executive replied that his company requires a compliance statement of those agencies which are used.

One smaller-company executive, who said that his company didn't take steps to insure that employment agencies weren't being discriminatory, stated that a local ordinance prohibits discrimination by employment agencies, and added that he knows "by experience that the agencies used do not discriminate."

Contact by Civil Rights Groups

This question was put to Panel members: "Has your company been approached by any civil-rights group to hire Negroes?" According to the replies, many of their companies have been approached, but not as many as might have been expected. Just under a fourth of the Panel members (35 percent of those with larger companies and 3 percent of those with smaller companies) said that their company had been contacted by at least one civil-rights group. All of the remaining companies hadn't.

Executives in those Forum companies that had been approached by certain civil rights organizations then were asked to describe their experiences. Many of them reported "courteous" or "pleasant" meetings. Here's what they had to say:

Local human relations council met with us urging additional hirings. Very pleasant meeting. This took place over a year ago--no contact since. They were told that we would continue to hire only qualified applicants.--K.C. Brown, Director of Personnel, Channing-Wolverine Cos., Battle Creek, Mich.

* * *

Local representatives of the NAACP discussed our situation in detail and requested us to hire more Negroes whenever possible. Approach was very courteous. We explained our policy and practice.--Daniel J. Hobbs, Director of Industrial Relations, The Mosler Safe Co., Hamilton, Ohio.

* * *

Contacted by CORE, NAACP, and special local groups. We gave them information they requested, outlined our policy and job requirements, and asked them to refer applicants.--L.C. Alten, Staff Supervisor, Ohio Bell Telephone Co., Cleveland, Ohio.

* * *

Approached by NAACP. They have been very understanding and have not flooded us with applicants. We told them our standards are high for all jobs, consequently they do their own screening.--W.F. Carman, Manager of Industrial Relations, Titanium Metals Corporation of America, Toronto, Ohio.

A few other executives on the Panel reported that they had had problems in dealing with certain civil rights groups and that these problems, for the most part, have been resolved. Here are their comments:

A civil rights group demanded that we hire a large number of Negroes in a short period of time with the threat of pickets. We did not yield and they did not picket.--Larger-company executive.

* * *

The Steubenville, Ohio, NAACP alleged we were delinquent in employing Negroes. This was resolved to the satisfaction of the Ohio Civil Rights Commission.--Wayne T. Brooks, Wheeling Steel Corp., Wheeling, W. Va.

* * *

We were approached by NAACP and CORE. NAACP boycotted company products despite labor contract provisions which spelled out seniority rights of employees then on layoff.--E.S. Bohlin, Director of Industrial Relations, Carling Brewing Co., Cleveland, Ohio.

* * *

In the summer of 1964, discrimination charge was filed by several Negro school teachers alleging failure to interview for temporary vacation work. The charge was denied and it was shown that we had done no hiring or interviewing at the time of alleged applications. Settled by agreement to give these individual teachers preference in 1965.--Smaller-company executive.

Effective Sources for Recruiting Negroes

Referrals by employees and contacts with federal and state employment services are the two most effective sources for recruiting qualified Negroes, according to nearly two in five Panel members. Of those who mentioned employee referrals, the total was divided this way: 14 percent explained that the referrals were from Negro employees, the rest did not specify the race of the employees who made the referrals, although it may be assumed that in some instances the referrals were made by Negro employees.

Other sources specified as being effective by Panel members, mentioned by at least one in 10 of these executives, were contacts with the Urban League (no respondent mentioned the NAACP or CORE), Negro job applicants walking in off the streets, and recruiting at colleges, high schools, and vocational schools.

Below is a tabular presentation of the most effective sources for recruiting qualified Negroes as listed by Panel members:

<u>Most Effective Source for Recruiting Qualified Negroes</u>			
	<u>All Cos.</u>	<u>Larger</u>	<u>Smaller</u>
Employee referrals	38%	27%	61%
By Negro employees	14	10	22
Not specified	24	17	39
Federal and/or state employment services	38	39	35
Urban League	16	22	4
Classified newspaper advertisements	15	16	13
Recruiting at high schools, vocational schools, and colleges	13	18	4
"Walk-in" job applicants	9	8	13
Private employment agencies	5	8	--
Recommendations from influential community and business leaders	5	8	--
Other	11	14	4

Included in the "Other" category are the following: retraining centers, job clinics, community-sponsored workshops, Youth Opportunity Board, Plans for Action in Changing Times, and the clergy. Two respondents listed in this category explained that they haven't found an effective source, while one made this comment:

We are opposed to recruiting Negroes and object to this question. It implies preferential employment. We engage in merit employment and do not seek out any particular group of people.--
John R. Hundley, Vice-President Industrial Relations, Granite City Steel Co., Granite City, Ill.

SELECTION & PLACEMENT OF NEGROES

The material that follows covers a few key questions in the selection and placement of Negroes. In brief, this section shows that (1) nearly nine in 10 Panel members whose companies administer mental-ability tests do not buy the idea that such tests are unfair to many Negroes (as has been claimed) as based on cultural and educational levels that some Negroes have not encountered and as thus underestimating the Negro's learning ability; (2) Panel members can see no particular reason for treating Negroes any differently from other job applicants when informing them that they lack the necessary qualifications to perform the job; and (3) there are very few problems encountered in integrating Negroes into certain occupations.

Administration of Mental-Ability Tests

At least some job applicants are given mental-ability tests in 74 percent of Forum companies--77 percent of the larger companies and 68 percent of the smaller ones.

Executives in those companies that give such tests to prospective employees were asked this question: "Do you believe--as has been claimed--that such tests are unfair to many Negroes because they are

based on cultural and educational levels that some Negroes have not encountered, and thus underestimate the Negro's learning ability?" Just one in eight of the Panel members answered affirmatively, and virtually all of the rest gave a negative reply. A few of the executives didn't answer either "yes" or "no," but gave answers such as the following: "If such tests are validated against performance, their use is justified;" "This is a distinct possibility;" and "This may be true, however, you must have some sort of yardstick to measure ability if you are to consider the best applicant."

One executive who answered neither way, gave this reply: "Since we require a high-school diploma, the use of a verbal-type test for mental capacity presented us particular problems; occasional 'double-checks' with a non-verbal test usually correlated well. However, we observed a remarkable tendency of Negro applicants to score low on a mechanical aptitude test which was non-verbal."

Respondents who answered that mental-ability tests are unfair to Negroes for the reasons cited were asked to explain why. Here's what these executives said:

The validity of these tests undoubtedly is established on the basis of the society group over which they are spread.--Larger-company executive.

On the Wunderlich many Negroes fail spelling because of lack of exposure to word meaning, but the same applies to culturally deprived whites.--John R. Hundley, Vice President-Industrial Relations, Granite City Steel Co., Granite City, Ill.

"Many" Negroes come from culturally deprived environments. We relax our standards somewhat. Also some Negroes have heard they have trouble with tests so they get tense and have trouble.--Larger-company executive.

In some parts of the country, such tests are unfair.--Larger-company executive.

I believe that this is true of some tests, but not all.--Smaller-company executive.

Panel members who replied that such tests are not unfair to the Negro population gave a wide variety of replies, including the following:

This might be a problem with other than local Negroes. Educational facilities here, however, seem to be about on a par as those for whites.--N.P. Goodrich, Industrial Relations Manager, American Hoist & Derrick Co., St. Paul, Minn.

Each person, regardless of color, must rely on his own individual abilities. To change the standards for some would result in confusion for all.--Daniel J. Hobbs, Director of Industrial Relations, The Mosler Safe Co., Hamilton, Ohio.

We fashion our tests to deal equitably with the individual's qualifications regardless of race.--Larger-company executive.

We believe that a greater percentage of Negroes fail these tests than do whites and that the reasons are primarily because of differences in culture and motivation. We believe, however, that these differences are important in job success.--Larger-company executive.

Negroes tested by us have done well, and were hired to fill skilled jobs.--Thom Williams, Manager of Personnel, Bovaird & Seyfang Manufacturing Co., Bradford, Pa.

Negroes have scored as well as any other race.--Fred Lewis, Personnel Director, Union Mills Paper Manufacturing Co., New Hope, Pa.

We use aptitude tests made up primarily of questions designed, through simplification, to determine how rapidly and accurately the applicant thinks, rather than how much knowledge he has.--Larger-company executive.

Turning Down Negro Applicants

In devising the questionnaire, it was assumed that some Negro applicants who failed to meet the qualifications for a particular job would charge that the company was being discriminatory in its hiring

procedures. What we wanted to know was if any special steps were being taken, or under consideration, to demonstrate to a Negro job applicant that he was refused employment simply because he wasn't capable of doing the job or because he lacked the necessary qualifications for doing the job.

According to the vast majority of Panel members, no special procedure is taken or under consideration. Virtually all the executives explained the company's position as did the following Panel member who stated: "A Negro job applicant will be given the same explanation as all other applicants who fail to meet the requirements, and that is that they have not met the minimum requirements established by the company or they do not have the required qualifications for the job."

A few executives, however, explained that certain steps were being taken to demonstrate to Negroes that they were turned down only because they weren't qualified. According to one executive, his company is showing them the results of the tests that are given to both whites and Negroes; another stated that the company frankly discusses with Negroes their aptitude and experience as compared with job requirements and available applicants; still another replied that the company conducts "skillful" interviews.

Integration Problems Encountered

Very few Forum companies have experienced problems in integrating Negroes into certain occupations, replies from Panel members indicate. When asked if problems were encountered along these lines, just eight percent of the executives answered "yes"--a tenth of those with larger companies and six percent of those with smaller ones--and all of the rest said "no."

Those executives who were faced with problems of this nature were requested to illustrate the various problems they had and then to explain how the company handled the situation. Their replies follow:

In departments where no Negroes were employed there has been apprehension but no incident of any significance. Most employees believe it better to hire qualified Negroes than to be pressured into hiring unqualified Negroes because of government or group pressure.--Gerald C. Burdick, Director of Industrial Relations, Mesta Machine Co., Pittsburgh, Pa.

* * *

At the clerical level, too many Negroes in one area often causes white v. black cliques.--Larger-company executive.

* * *

Only in very early efforts years ago. Some group resistance was encountered, which faded after Negroes actually came on the job. Firm management stand is essential to success.--L.C. Alten, Staff Supervisor, Ohio Bell Telephone Co., Cleveland, Ohio.

* * *

In office: Although efforts were made to insure acceptance, the Negro girls were not willing to go the needed half-way but, instead, after introductions and invitations to coffee breaks, they grouped by themselves. Further efforts by responsible girls were of no avail.--Smaller-company executive.

A couple of executives whose companies have encountered problems in integrating Negro employees into certain occupations offer advice on how to avoid the occurrence of future incidents. They explain their companies' practices this way:

We sit down with the group involved and explain that a new Negro employee has been hired. We ask for the group's cooperation and any suggestions they may have that will help make this employee feel accepted.--J.H. Peak, Industrial Relations Manager, Pflaude Permutit, Inc., Elyria, Ohio.

* * *

We had to overcome traditional Southern thinking. Before placing the first Negro in a position other than custodial, we discussed the situation with supervision to anticipate particular questions and problems. Then we held a meeting with employees of that department, explaining that we--from a practical and job security viewpoint--had no choice if we were to continue to enjoy government contracts. After placing the first Negro in a production job, the obvious resentment diminished to the extent that we now place male Negroes in all areas without any fanfare and in exactly the same manner as white employees.--Russell J. Sims, Director of Personnel, Fouke Fur Company, Greenville, S.C.

One executive explains that integration of Negroes into certain occupations isn't a problem because of a "general lack of community antipathy to integration, because of the strong policy in regard to equal opportunity, and because Negroes hired have been competent to perform the jobs on which they have been placed."

TRAINING & DEVELOPMENT OF NEGROES

What percentage of Forum companies have Negroes enrolled in work-study programs? Apprenticeship training programs? Supervisory and management or executive programs? Tuition-aid programs? Scholarship programs? To find out the answer to these questions, Panel members were asked a series of questions. A summary of their responses appears below.

Negro Employees: Training & Development

Executives on the Panel were asked two questions. First, they were requested to indicate if their company conducted work-study, apprenticeship-training, supervisory-training, management or executive training, tuition-aid, or scholarship programs. Those executives whose company conducted such programs then were asked to indicate if Negro employees are enrolled in these programs, or to indicate if their company did not employ Negroes in jobs from which candidates for the various programs are selected.

Following is a table which shows the percentage of Forum companies which conduct the six training and development programs listed above. Under each program listed also are the letters A, B, and C in parentheses. The (A) shows the percentage of companies that have Negroes enrolled in the program; the (B) indicates the percentage of companies that do not employ Negroes in jobs from which candidates for the program are selected; and the (C) shows the percentage of companies that failed to specify whether Negroes are enrolled in the program or whether they employ Negroes in jobs from which candidates are selected.

Negro Participation in Training & Development Programs			
	All Cos. 38%	Larger 48%	Smaller 16%
Work-study program			
(A)	20	27	4
(B)	16	18	12
(C)	2	3	--
Apprenticeship-training program	56	66	32
(A)	36	41	24
(B)	16	21	4
(C)	4	4	4
Supervisory-training program	62	70	44
(A)	25	30	12
(B)	32	32	32
(C)	5	8	--
Management or executive training program	52	61	32
(A)	15	14	16
(B)	33	41	16
(C)	4	6	--
Tuition-aid program	79	79	80
(A)	56	57	52
(B)	17	16	20
(C)	6	6	8
Scholarship program	35	36	32
(A)	19	18	20
(B)	14	14	12
(C)	2	4	--

Motivating Negro Employees

Seven in eight executives on the Panel (85 percent of those with larger companies and 92 percent of those with smaller ones) reported that their company isn't making any special effort to encourage

Negro employees to enroll in various training and development programs. The majority of these executives said they encourage all employees equally.

All of the remaining Panel members said that their company does make special efforts to get Negroes to enroll in these programs. How do they go about it? Among the methods mentioned are the following: house organ and bulletin board publicity, stressing that such programs are open to all regardless of race, publishing training opportunities in employee handbooks, etc.

Of those executives who stated that their company does not make any special effort to encourage Negro employees to enroll in these programs, one made the following remark:

All employees are encouraged to participate in any self-improvement program that would benefit them. No special effort is made to single out the Negro for these programs since this might be considered an overt action indicating he is below par. It is my opinion Negroes and other minority groups must be made to feel they are equal. If this is done properly, these people will want to better themselves on their own by taking advantage of available programs.--J.H. Peak, Pflauser Permutit, Inc., Elyria, Ohio.

Plans for Progress Orientation

To insure that all employees, regardless of race, creed, color, or national origin, get a fair shake, the Training & Development Branch of American Airlines' Maintenance & Engineering facility, Tulsa, Okla., conducts a Plan for Progress Orientation program. Following in full text is the facility's teaching guide, which may be of interest to those who plan similar programs:

PLAN FOR PROGRESS ORIENTATION

A. General Introduction

I am sure it is not necessary in this kind of meeting to spell out all of the reasons why the matter before us deserves our attention; yet it is worth reviewing some of the principles involved, because each of us is going to be called upon from time to time to answer questions and explain the company's position. To do this, we must have a clear understanding of the "why" of American's policy with regard to nondiscrimination . . . and the Plan for Progress.

Basically, it is a matter of human rights--a moral problem, if you will, which each of us must face at some point in time. We all accept the principle that no man has the right to interfere with the rights of another. To do so is unjust and, therefore, morally wrong. Perhaps the whole idea was never better expressed than in that single sentence in the Declaration of Independence: "We hold these truths to be self-evident: that all men are created equal and are endowed by their creator with certain inalienable rights . . ." This is undoubtedly one of the greatest challenges ever raised by man at bigotry, discrimination, and intolerance.

It follows then that to the extent that American Airlines denies to any man the opportunity for a job merely because of the color of his skin, we are doing that man an injustice. We are violating one of the fundamental moral principles upon which our whole free society has been built. In this room there are undoubtedly members of many different religions; yet not one of us would advocate discrimination on that basis. In the same way it is our job as members of management to see to it that there is no discrimination against any man because of the color of his hair, or differences in his manner of speech--or for any other similar reason.

We enjoy an excellent reputation for our record of good relationships among our people. You, as members of management, are certainly chiefly responsible for building and maintaining that reputation. Yet I think we'll have to agree that in some cases in the past, we may have fallen short in our responsibilities in this respect. There is no room whatever in the American Airlines organization for discrimination, intolerance, or bigotry--whether it is based on race, religion, or color. This is the fundamental principle confronting us. It is, if you will, the moral side of the issue. And on that basis alone, our course is clear.

And yet, this isn't the whole story. There are other, additional arguments which must be considered, growing from the fact that the people of this country do not like discrimination, particularly when they are the object of discrimination. By and large, people will approve an institution that is doing the

right thing, and disapprove any company that is falling short in some important respect. Call it a matter of public image, if you will, or the image which American presents to its many customers and to the public at large. We have always been known as America's Leading Airline from the standpoint of service, dependability, and technological progress. There is no earthly reason why we should not form the pattern for others to follow in the equal treatment of our employees, and those who seek employment with us.

In following a policy and a program of equal opportunity, based on qualifications alone, we not only help to win the growing economic good will of the Negro business man and vacationer, but of the public as a whole. Thus, as we contribute to the social welfare of our community, we can expect to continue to build the kind of reputation that ultimately pays off in a higher volume of business.

There is yet another aspect of the problem which may affect our business. Let me read to you the government contract clause of an order issued by President Eisenhower: "In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of race, religion, color, or national origin. The aforesaid provision shall include, but not be limited to, the following: Employment, Upgrading, Demotion, or Transfer; Recruitment or Recruitment advertising, Layoff or Termination, Rates of Pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post hereafter in conspicuous places, available for employees or applicants for employment, notices to be provided by the contracting officer setting forth the provisions of the nondiscrimination clause." This means, in effect, that as a government contractor, we are subject to the provisions of this clause, just as are the large manufacturing and aerospace corporations who deal largely with government.

There's another, broader problem that affects us just as surely, though a little less directly. Present estimates are that the nation's 16 million Negroes have an annual income of about \$15 billion dollars. One out of every ten people in this country is a Negro. If they all had equal opportunities to earn a better living, there would undoubtedly be many billions of dollars of additional purchasing power available. That would increase business activity, expand the demand for all kinds of products, including air transportation. It would help to create a healthier economy and therefore add to the prosperity of American Airlines and everyone associated with us.

Another reason arises from the results of discrimination. In many cases, crime, juvenile delinquency, and other social evils are traceable to the conditions that have been created by prejudice and discrimination. The cost of dealing with these problems, apart entirely from their effect on the society in which we all live, is tremendous. And each of us individually has to pay a share of that cost.

Then, too, American Airlines, like every other major corporation, is competing for the best available talent and experience to strengthen every phase of our operation. There are many highly qualified Negro people who could make a real contribution to this organization if they were selected on the basis of their qualifications regardless of the color of their skin.

There is another even broader reason for offering job opportunities to Negroes, and it has to do with the greatest threat of our times--the slow spread of communism throughout the world. There can be no question but that one of the strongest supports of communist activity in this country has been the fact that certain types of American citizens have been denied the full opportunities of our society. More than that, one of the strongest arguments of the communists in other parts of the world has been that there is discrimination in the United States.

This has helped to win for Soviet Russia the allegiance of people who might otherwise prefer our kind of democracy--and I would remind you that two-thirds of the world's population is colored. We all have a responsibility in this connection, to help eliminate the kind of discrimination that gives the communists ammunition to play up racial bigotry and create anti-American sentiment.

As we meet here today and discuss a problem like this, we may wonder just how difficult such an adjustment in many of our minds might be. The experience of all kinds of organizations--manufacturing, merchandising, and service, and other institutions such as colleges and universities--has generally been this: Once a program of nondiscrimination and equal opportunity is adopted, if it is properly handled, there are virtually no problems whatever. And, I think we have some evidence of this with our own experience to date. Negroes are in our employ as Sales Representatives, Personnel Representatives, Ticket Agents, Ramp Agents, Reservations Agents, Mechanics, Technical Foremen, Office and Clerical workers, and various Management/Specialist positions--and, of course, as Stewardesses. These employees are doing an excellent job of selling American, and are visual evidence of the company's non-discriminatory policies. They have received numerous letters of commendation for excellent job performance from the public and from supervisors. Each, in his own way, has set an example of the ideal toward which we are working.

To sum up, we have a moral obligation here, and what we do about this obligation, how we face it, how we present it to our people, will either help our business, or damage our business, help our community, or hurt our community, help our nation, or help our enemies. The choice is ours--yours and mine--and the course is clear.

Now, in terms of an actual creative effort, and positive action toward the solution of the problem, we must understand that under no circumstances will Negroes be employed just because they are Negroes. All applicants must meet employment standards and be well qualified for their job assignments when hired. Negroes will be placed throughout the company according to their qualifications and abilities.

As our hiring continues, the Personnel Division will talk with each supervisor requisitioning new personnel, to determine the advisability of placement of a Negro applicant, should one be thoroughly qualified to fill the vacancy. At the same time, we should make it absolutely clear to all of our people that we will not depart from purpose or policy, nor yield to outside pressures of any kind which may develop; that we simply plan to offer greater employment transfer, and promotional opportunity to the Negro employee, according to his qualifications and ability.

We must solicit the cooperation and the understanding of all employees, and from the very few who might oppose this program, we must demand it.

This, broadly, is the company's position. It is of the utmost importance that each of you understand it fully and that you prepare yourself to do your part when the time comes; to transcend whatever personal emotion of resentment or resistance you may feel as a result of attitudes which you may have developed long ago; to work in a positive and cooperative spirit to the good of your company, your community, and your country; to view what we have said here today not as a command directive which forces you to change values and traditions in which you may most sincerely believe--but as policy developed by your company to provide equality and justice to human beings, who, like yourself, wish only to better themselves in a fruitful, productive, and meaningful way.

B. The Plan for Progress -- Background

Now, to discuss in detail the PLAN FOR PROGRESS, we will first distribute additional copies of the plan to you. You will recall that the PLAN was initially issued by mail to all Management and Specialist employees on March 15, 1963. We'll take a few minutes now, to present additional details and clarification concerning the PLAN FOR PROGRESS, and American's commitment to the ideals which the PLAN represents.

American Airlines became the first domestic airline to participate in the PLAN FOR PROGRESS program, which was sponsored by the President's Committee on Equal Employment Opportunity. Mr. C. R. Smith, and Mr. G. Marion Sadler signed a PLAN FOR PROGRESS statement along with corporate officers of other leading companies of the United States, at White House ceremonies on January 17, 1963.

Since then, we have re-emphasized--and pledge to continue--our policies for providing equal employment, transfer, and promotion opportunity for all persons, without regard to color, race, national origin, or creed. In addition these policies relate to equality in training, compensation, conditions and privileges of employment, layoff, recall, discipline, and discharge.

There can be no question of the intent of the company to implement and enforce this policy; it applies to every unit and section, to every station and city, to every function, and there can be no evasion, no lip service, no minimizing its intent or application. The policy applies to all employees, hourly, salaried, Management/Specialist, and Management, and must be activated with no mental reservation on the part of any supervisor in the performance of his duties of managing. You, as a member of management, have the responsibility for the implementation of this policy. The meaning is clear and understandable. you should make certain that your employees know of this policy, and if they do not know of it, then you should make them aware of it, in a positive and constructive manner, leaving no room for interpretation or misunderstanding.

C. The Plan for Progress -- Specifics

a. General. -- The President of the United States has stated a national policy that all persons are entitled to equal employment opportunity, regardless of race, creed, color, or national origin.

American Airlines intends to follow the President's policy, and has voluntarily embarked on this company-wide program to expand and strengthen its efforts to promote equal opportunity.

This is a long range and a continuing program, and many problems lie ahead--not one of which is unsurmountable if approached openly, and with clear heads, clear thinking, and logic.

b. Policy. -- It should be thoroughly understood by your people that American Airlines continually seeks the best qualified applicants and employees in all categories of employment and work assignment, and that all such employment and assignment shall be made without regard, under any circumstances, to race, creed, color, or national origin. Further, that promotion, training, compensation, and conditions and privileges of employment, discharge, layoff, and recall, shall similarly be made without consideration to race, creed, color, or national origin.

How long has it been since you recommended any of your employees for promotion to a better job? Are there employees working for you now who have done superior work, who hold potential for moves to positions of greater responsibility?

Look around, when you return to your job, and make your recommendations, get them to the Personnel Division--but make certain, as you do this, that you have carefully considered everyone who may be qualified, and that you are not overlooking someone who has the potential we need, but who may have a darker skin, or a name unlike yours.

c. Dissemination of Policy. -- Each member of management has been provided with a copy of our PLAN FOR PROGRESS. In the event yours has been misplaced, we are distributing additional copies in connection with this talk. How many of you have discussed the PLAN with your people? Do your people know and understand the plan? What is their attitude toward the plan? If you haven't discussed the plan with your people as yet, when do you plan to do so?

d. Recruiting. -- In addition to being an "EQUAL OPPORTUNITY EMPLOYER" thru the issuance of the PLAN FOR PROGRESS and this re-statement of our policy of non-discrimination, American will continue to cooperate with educational organizations and school systems with emphasis toward programs designed to raise the level of aspiration of all youths.

e. Transfer, Promotion, Termination, and Recall. -- It has always been American's policy to promote from within the employees who have demonstrated by past performance that they are well qualified for promotion. When opportunities for transfer or promotion occur, careful measures must be taken to make certain that minority group employees receive equal consideration.

Every effort will be made to insure that equal consideration is given to all qualified candidates without regard to race, creed, color, or national origin.

f. Training, Compensation, Facilities. -- Minority group employees will have equal training and demonstrate equal capacity in job performance with regard to compensation. Facilities will continue to be maintained on a non-segregated basis.

g. Implementation of Policy. -- As was stated earlier in this presentation, the responsibility for compliance with this policy of non-discrimination rests with all members of management. It has been delegated from the office of Mr. C.R. Smith. We cannot avoid our individual responsibility in this area.

In addition to the implementation of this policy, all supervisors should examine facilities, bulletin boards, and the work environment to make certain that no documents or printed matter not specifically authorized by the Company or the Union are posted.

It should be generally known that the Company will under no circumstances tolerate displays which tend to discredit or degrade minority groups, and that disciplinary action, when required, will be prompt, direct, and severe, in every case. As a member of management, you are requested to police this very carefully, and to take firm and deliberate action when circumstances such as this occur.

D. Conclusion

The responsibility for the general supervision and coordination in implementing this policy has been assigned to the Vice President - Personnel. You should feel free to call upon the Personnel Division regarding any problems or questions which you may have in regard to minority group relations. Remember, the Personnel Division exists to aid you in the discharge of your duties, and to assist you in meeting your obligations as a supervisor. The Division can also be expected to maintain surveillance of the implementation of the PLAN FOR PROGRESS, and will from time to time, offer constructive recommendations concerning means of applying the PLAN. Above all, in order to succeed as it should, the PLAN requires constant team effort of all managers and supervisors. The success of the plan, lies in your hands as management representatives of American Airlines. We have every confidence in your ability to see it through.

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