

✓ Charles Spahr -

Gene Rosen  
Ted Allen

EXCERPTED REMARKS FOR PLANS FOR PROGRESS ADVISORY COUNCIL  
MEETING, 10 A.M., SEPTEMBER 7th, DEPARTMENTAL AUDITORIUM

L With the end of this summer, we are going through one  
of the most intensive periods of seeking answers to the  
problems of our cities and their people in our nation's history.

h Within the government, in the President's Commission on Civil  
Disorders, through the impressive organizational efforts of  
the Urban Coalition, in the press, at every turn -- there  
is an intensive self-evaluation of our public and private  
efforts and the seeking of correct answers.

L I know that each of you, and the dedicated men in your  
companies, are doing the same. You represent the core of  
long-standing commitment in private industry.

L But Plans for Progress companies -- even those with the  
very best programs and the most dedicated executive commit-  
ments -- have done too little. *We all have.*

I think we must try to see ourselves as that unsuccessful applicant must see us after he has seen the television spot that "Times Are Changing" and found the "Equal Opportunity Employer" on our ads, and then was turned back from the employment office or never got a call.

If we are to describe the frustrations that ~~lead to~~ *contribute to* unrest and violence, we must explain them in terms of individuals -- individuals with broken hopes, failures, fears and unhappiness. These are the only meaningful terms in the final analysis. It is ultimately the individual who makes the decision to throw the fire bomb or run with the television set.

So in our own special area of commitment and interest, the time is clearly at hand to measure just what our Plans for Progress commitment means in individual terms -- to individual job applicants, to individual employees.

I have reviewed some of the employment statistics of firms that have signed the Plans agreement with me. There are some that are good. I am confident that improvement and breakthroughs are being made.

But I cannot understand a major company with plants throughout the United States which has numbers of plants with 300-400 employees and not a single Negro -- not even a janitor.

The task before us that has highest priority is a look at present performance. I plan to write to every company president that signed a Plans pledge with the Vice President of the United States and ask him to personally review the Equal Employment Statistics filed with the government. We are at the time for the second year's filing. I will ask him to make a comparison of his company's progress over the past year.

L Then I propose to enclose a suggested list of self-evaluation questions -- they are simple questions -- that we must ask ourselves about this Plans agreement and our performance under it.

L I hope that each <sup>for Progress</sup> Plans company will come back with a communication to the Plans staff before the annual meeting and give us answers to these questions: 1

First is the area of recruitment.

What are the recruitment programs for Plans for Progress members?

Are they reaching minorities -- not only college graduates but the hard-core unemployed as well?

L If not, what imaginative programs are they going to try?

L If a program is achieving results, are these reflected at all levels of employment?

And, considering their minority employment statistics

are the results significant?

Second is the area of employment standards.

What requirements does each company have for entrance  
level jobs?

Are these requirements actually related to job performance?

Do they have educational or arrest-free requirements which  
might screen out productive minority workers?

How can their requirements be modified to ensure that  
the selection system is not a barrier to the minority applicant?

L A third area is the all-important one of job-testing, both  
at the entrance level and as a factor in advancement.

Experience shows us how it may affect minority hiring and  
upgrading. For example, a recent New York University study  
indicates that one ethnic group may be the same or even  
superior to another in average job performance and yet show  
consistently poorer test scores.

The study recommends a number of solutions to these problems, including less reliance on tests as they key factor in employment for certain jobs, or, if necessary, the use of separate tests or separate selection standards for different ethnic groups.

What kind of tests for employment are Plans for Progress members using?

Are they fair to minorities? If not, are they being revised or abandoned?

Are the tests really job related?

The fourth area is that of upgrading and advancement.

At what level is the concentration of minority employment in each company?

Is there an opportunity for advancement for every worker -- janitor as well as skilled worker?

What programs do the companies have to aid advancement?

If none, what programs are they developing?

Is full use being made of available federal training resources?

Are the programs open to all? If not, what corrective action is being planned?

And, finally, there is the area of responsibility for the minority employment programs that do exist.

Does each Plans for Progress company have an equal employment policy officer, as was pledged?

What are his qualifications for this job? What does he do?

Does he have an adequate and trained staff to deal with all equal employment problems?

Has he visited plants to see what the conditions are?

Has he made the Plans for Progress pledges known to his personnel people at all levels?

Does he inform them that their advancement will be judged, at least in part, by their success in implementing fair employment policies?

What happens to the reports and recommendations that he makes? Are his recommendations implemented?

Does he concern himself with other problems that may affect either the recruitment or the well-being of minority employees, such as the availability of near-by housing or adequate transportation to work?

So the first priority is evaluation of our present Plans commitments, and beefing-up those who still haven't faced the fact that their agreement is something more than a piece of paper.

Secondly, I want to help in recruiting new companies. In the next several weeks, I will be in Cincinnati, New York, San Francisco, Huntington, South Carolina, and Columbus. I want to meet with company executives in Plans for Progress



companies and new companies that feel this effort is important.

I have told my staff to schedule these meetings.

Finally, I have been keenly aware of the complexities of keeping all the programs going, and developing new programs, with a continuing annual turn-over of staff. If it would be helpful, I would like to offer to recruit with you and finance as part of the Vice President's office's commitment to Plans a staff director who would hold this position permanently. It would seem to me that such a person working closely with the Advisory Council and with my office on a full-time basis would make maximum effectiveness of the talents loaned for a year by your companies. Perhaps this isn't a good idea. I only offer it as a suggestion, and I hope you will seriously consider it.

There is nothing easy about the equal employment commitment we have made. It is a far more difficult task than many of us realized even a few years ago.

The statistics of this month's employment reports from Secretary Wirtz' agencies just underline the desperate challenge we all face in unemployment and massive under-employment. In my view, no national corporation looking at its implicit investment in this nation and in this economic system can tolerate minority representation among its employees of two, three, four or five percent. The stakes are just too high. You don't need my speech on that -- you have heard it before.



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