



File

THE MANAGEMENT COUNCIL

For Merit Employment, Training & Research

Chamber of Commerce Building — 404 South Bixel Street

LOS ANGELES, CALIFORNIA 90054

WHITE HOUSE
MAIL ROOM

1969 FEB 11 PM 5 49

July 3, 1968

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JAMES P. LYDON
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GENE M. BISHOP
Division Manager, Insurance Securities
Trust Fund, Long Beach
President, Long Beach Chamber of Commerce

PAUL E. IVERSON
Attorney, Iverson & Hogoboom
President, Los Angeles Chamber of Commerce

MERL R. FELKER
Corporate Director Personnel Operations,
Douglas Aircraft Company, Inc.
Chairman, Merit Employment Committee,
Management Council

EXECUTIVE DIRECTOR

MURRAY A. LEWIS

Mr. Edward C. Nixon
Nixon For President Committee
P. O. Box 1968, Times Square Station
New York, New York 10036

Dear Mr. Nixon:

Thank you for your letter of June 22 concerning the operations of the Management Council.

In response to your request, you will find enclosed four documents. One is a copy of our Two-Year Report which was issued last fall. (There is a Summary in the first few pages).

Another document is a copy of a study made by the University of Southern California testing the success of our program in terms of jobs obtained.

The other two documents are copies of letters which will shortly be sent out to 1200 corporation presidents and a similar number of personnel officers on our working list.

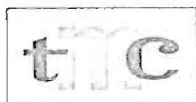
These documents will give you a pretty good idea of what is going on here.

Cordially,

H. C. McClellan
President

HCM:n

Enclosures



Letter
I

THE MANAGEMENT COUNCIL

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Management Council

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MURRAY A. LEWIS

To Corporation Presidents

Dear John:

It has been some time since my office reported to you concerning the activities of the Management Council. I am sure you will be interested in the following summary of what has been going on.

The Management Council was organized, as you know, shortly after the Watts riots of 1965. Efforts were then undertaken to develop new means by which qualified formerly unemployed Negroes could be successfully recruited and hired.

Results thus far achieved have been most encouraging! You may recall that just following the riots the general consensus, based on good information, was that a minimum of 25,000 Negroes who resided in the South Central City area were without jobs. It was furthermore justly believed at that time that unemployment in the South Central City area was two and one-half to three times the County average.

During the period of the operation of the Management Council there have been these significant developments.

1. Our Council made a telephone survey of the first 100 corporations with which we were working four months after we went to work on the problem. (December 1965). At that time job placements recorded from the riot area by these firms total 2,153.
2. In March 1966 another survey was made by the Council office on curfew area employment by the same 100 firms. This time a letter went out over my signature requesting a written report. 89 responding firms reported placements of 4,751.

3. In the fall of 1966 another letter went out over my signature, this time to 250 employers with whom we were by this time working. A written report was again requested; 201 companies responded. The placements thus recorded in writing totaled 17,903.
4. Recognizing that employment only begins when a man gets a job and that there was need to determine what durable success was achieved under this hiring effort, another step was taken. The University of Southern California was requested to undertake a survey of those first hired at the end of a year's employment to learn the real outcome of their employment. The Management Council paid a total of \$13,500 for this survey which was conducted by the Department of Research, School of Business Administration at U. S. C. The results were exceedingly encouraging. Two out of three of those surveyed were still working for the company first hiring them. Of the one-third who had left the job, one-half had merely moved to another job within the group where higher pay was available. Average wage, including the women, \$2.75 an hour. Every company contacted reported satisfaction with the program and the intent to hire more the following year.
5. We have made no recent survey of the number actually hired as was done in the three instances named. There have been other developments, however, which seem significant.

A comprehensive study was conducted during 1967 by the U. S. Department of Labor. It was released on February 20th, 1968. (U. S. Department of Labor Release No. 8584).

This release reported on Chart #3 the ratio of unemployment as revealed by the 1967 survey in the twenty major cities of the United States, including Los Angeles-Long Beach as one area. The report showed the difference between Negro unemployment and over-all unemployment for the area. The Los Angeles-Long Beach ratio as given is 5.6 area unemployment; 8.0 Negro unemployment. This represents a major change. (with one exception - the best ratio of any of the twenty cities surveyed).

6. As further indication of change, note the following. It will be recalled that in 1965 and early 1966 approximately one-half of the unemployed Negroes in the South Central City area were qualified to fill open jobs. Today this is not true. Better than 90 per cent of those now seeking work require pre-job training in order to meet minimum job entry standards. The best qualified have been hired.

All of this is encouraging indeed. Not only has there been considerable progress in dealing with unemployment in the South Central City area, but also in the Mexican-American East Los Angeles area as well as in the San Fernando Valley where many Negroes and Mexican-Americans reside.

Almost of equal importance, there has been a significant change in the opportunities for training and education in metropolitan Los Angeles. We now have five Skill Centers which are underwritten by the Manpower Development and Training Act - through Federal subsidy. Each of these Skill Centers is operating at budget capacity. There are approximately 2,000 enrolled at the present time. I have just checked the official record on the placements in industry of those graduating from our Skill Centers during the first three months of this year. The official report is a record 91.3 per cent of those graduated and remaining in the work force placed promptly on regular jobs in industry.

Because of the success of this program, thousands more have expressed willingness to take the training as soon as they can be enrolled. (Initially - Negroes were reluctant to enroll claiming past experience bad - no jobs. Our first Skill Center was even picketed.)

Our adult vocational schools also are doing an increasingly effective job and are cooperating directly with the Management Council in an effort to train for demand occupations only.

There are now 1200 companies included in our working list out of the Management Council office. I do not know one company among them which has not expressed willingness to cooperate. Yours is one of those companies and we wish to express to you on behalf of our Officers and Directors our deep appreciation for your interest and concern.

In addition to the Management Council's direct efforts in the Los Angeles area, we have been asked by Governor Reagan to initiate similar programs throughout the State. Considerable success has resulted from this effort. There are now Management Councils operating in San Francisco, San Diego, Monterey, Orange County and Fresno. Others are in the making. Eighteen employer-oriented organizations, including the Chamber of Commerce in numerous cities and the Industrial Council in the City of Commerce, have affiliated with our Management Council, using our objectives and techniques in principle through their own organization memberships. The success of many of these other organizations compares with our own.

Our Management Council activities have been financed almost entirely by grants from major foundations. We make no charge to industry nor do we solicit money from business and industry to underwrite our operations. More than \$500,000 has been raised for our purposes which appears to be adequate for our budget through the year 1969.

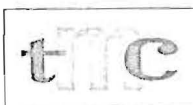
Although progress has been made, unemployment and the need for training the unemployed remain the two principal problems confronting us. Your continued cooperation is earnestly requested.

It is no accident that there has been no riot in Los Angeles during the past two summers and that the community was quiet following the assassination of Dr. Martin Luther King. Our efforts have been helpful. Police Chief Reddin has done an outstanding job in improving community relations and the Negro community itself, through the Black Congress in which many Negro organizations have joined together, has contributed toward a more peaceful means of solving the problems of our area. We are cooperating with the Black Congress, the Urban League, the NAACP, the Mexican-American Opportunity Foundation, the Greater Los Angeles Urban Coalition and with the National Alliance of Businessmen.

Cordially,

H. C. McClellan
President

HCM:n



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F
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For Merit Employment, Training & Research

Chamber of Commerce Building — 404 South Bixel Street

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LETTER #2

PRESIDENT

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Chairman, Merit Employment Committee,
Management Council

EXECUTIVE DIRECTOR

MURRAY A. LEWIS

Chief Personnel Officer

Dear Joe:

Enclosed herewith you will find a copy of a letter we have just sent to the Chief Executive Officer of your Company. I trust that you will find it interesting.

We have a favor to ask of you! As you well know, we have discontinued the practice of making surveys of the number of those hired from the disadvantaged areas for a variety of reasons. New and conclusive evidence is now available as indicated by the attachment hereto. Recently, further information has come to our attention which can be very helpful to us and which illustrates the fine job industry has been doing without fanfare or publicity to solve the problem of the disadvantaged unemployed.

The illustrations are as follows:

1. We have learned that the Security First National Bank has been operating its own private skill center at 85th and Vermont since May 1967.

All are trained for regular jobs with the Bank. All are minority workers. Most of the trainees are women, but not all. Men and women are all trained for the entry position in branch operations as computer clerk, and progress through teller and other operational positions as they acquire the required skill. The men, specifically, are encouraged to aspire to supervisory positions.

Although not all who have taken the training are still employed by the Bank, it is interesting to note that the Bank has experienced only a 2% attrition factor during the training period due to unsatisfactory performance. The attrition factor after assignment to branches, the Bank reports, is quite conventional. Some have left their jobs to get married. A few have left the state, and some have found employment elsewhere; however, most have stayed on the job with the Bank.

The Security First National Bank is pleased enough with the results thus far achieved after graduating seven classes and starting the eighth that it is now contemplating the immediate establishment of an East Los Angeles skill center where Mexican-Americans can be accommodated.

2. A few months ago the Firestone Tire and Rubber Company established its own training center, built the facility to accommodate it and recruited their first class of trainees. Two classes have now been graduated - all Negro. I was personally present when each graduation took place as was Leonard Firestone.

The program is a good one. The jobs which result, all within the Company, are good jobs, with good pay and a good future for those who perform.

3. A few days ago I visited a new program at the Hawthorne plant operated by Northrop Corporation. This division, known as the Northrop Norair Division, employs a total of 10,800 people. Within this division the new Model 747 Program which was established in March of 1966 employs approximately 1000 people, of which 33% are Negro, 15% Mexican-American and 3% other minorities. The group itself has 11 Negro foremen, with the entire plant having a total of 24 Negro foremen.

We need more success stories illustrating the kind of progress that is being made in our community. We will be publishing a new report on the Management Council soon and would like to include fifty good examples as evidence of progress made.

If you have such a story to tell, please give us a call!

Cordially,

H. C. McClellan
President

HCM:n

Enclosure

GENERAL CATEGORIES

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DEMOGRAPHIC GROUP:

A.	B.	C.	D.	E.	F.	G.

ISSUES:

SPECIALS:

REFER TO:

SPECIAL REQUESTS:

☐ Autograph
☐ Book
☐ Photo

ENCLOSURES:

Other Material Requested:

☐ Buttons
☐ Bumper Stickers
☐ Posters
☐ Literature

TYPIST:

Mr. H.C. McClellan
Los Angeles, California

THE MANAGEMENT COUNCIL
FOR
MERIT EMPLOYMENT, TRAINING AND RESEARCH

August 15, 1967

PART I

THE FIRST TWO YEARS

- - - - -

A PROGRESS REPORT

. . . dealing with the essential facts and highlights of the actions taken by the business community in the Los Angeles area following the "riots" in August of 1965.

The organization of these efforts, the program and development of the Management Council -- what it is and what it does, are briefly described in this document.

The Management Council
404 South Bixel Street
Los Angeles, California 90054
Phone: 481-7246

S U M M A R Y

The following constitutes a brief Summary of what is recorded in this document.

You will note that the report contains two parts; the first part records the history of the development of the Management Council For Merit Employment, Training and Research.

It outlines the procedures followed by the Management Council in its effort to obtain its declared objectives; job opportunities for the disadvantaged, unemployed minority groups and training opportunities for those who need pre-job training in order to qualify for employment.

The purpose of the second part is to serve as an operating manual for chambers of commerce, employer organizations or other "Management Councils" which have as their purpose objectives similar to our own and who would like to emulate, in part, the plan which we have adopted.

The Management Council has officially been in operation since March 1966. If the actions taken by the Committee which preceded the organization of the Management Council were to be included, as perhaps they should be, the Council has served the community for almost exactly two years following the riots of August 1965.

Financing of the Council has been provided from the following sources. Initially the aerospace industry subscribed \$23,000 to enable us to get started. Thereafter funding was sought entirely from Foundations. The Ford Foundation made us a grant of \$50,000 to cover a two-year period. The Haynes Foundation of Los Angeles has contributed a total of \$65,000 also to cover a two-year period. No money has been sought from any government agency for the purpose of underwriting operations of the Management Council.

Briefly stated, the achievements are these:

Extensive dialog has been established with leaders of the Negro community of Los Angeles. This includes good relations with numerous Negro organizations including the Opportunities Industrialization Center, the Westminster Neighborhood Association, Operation Bootstrap, the Watts Chamber of Commerce, and the Sons of Watts Improvement Association. With the assistance of Baltimore Scott, a brilliant young Negro lawyer who grew up in the Watts area and serves the Council as an administrative associate, increasing communication with the residents of the South Central City has been made possible.

A working relationship has been established with 1277 employer organizations in metropolitan Los Angeles, most of the contacts having been made first with the president of the company or the chief executive officer. Through constant cooperation with these firms it has been possible to arrange positive recruitment from the disadvantaged areas of our city to fill open jobs. Included in the working plan has been the organization of a Merit Employment Committee made up of personnel officers from major manufacturing firms.

A close working relationship has been established with the California Employment Service as well as with other government agencies to insure good coordination and full cooperation to the maximum extent possible.

A strong liaison has been worked out with the Los Angeles City School System for the purpose of developing adequate and favorable contact between the adult vocational schools in the disadvantaged areas and employers who can hire graduates when their studies have been completed. This work has included extensive surveys to determine which skills are in short supply for the benefit of those schools where training takes place. It has also included evaluation of training courses by professional industry representatives as an aid to the schools in determining the level of competence industry will require. Eldridge Reese, a retired corporation president, has been retained by the Management Council to serve as our liaison with the School System in the field of education and training.

As the work of the Council has proceeded, three surveys have been made of cooperating employers to find out how many each had hired up to a given time following the riots of August 1965. The first survey was made of 100 employers in December 1965. This survey indicated 2,150 had been hired at that time since August.

On March 11, 1966 the second survey was made, this time by letter. The letter was directed to the president of each of the same 100 companies previously contacted. Enclosed with the letter was a report form upon which the company was asked to indicate how many had been hired from the South Central City (curfew area) since the August 1965 period. This time the total reported was 4,751.

The third survey was made in November 1966. On this occasion the same letter was mailed which went out on March 11, but it was sent to 250 corporation presidents. The same reporting enclosure was included.

201 companies responded. The total thus recorded was 17,903.

At the time the Management Council was organized it was decided that major employer organizations should be enlisted as affiliates. This would enable the Council to reach many groups of employers through the membership of the affiliated organizations. Initially, the following organizations became affiliates. The Los Angeles Chamber of Commerce. The Los Angeles Junior Chamber of Commerce. The Merchants & Manufacturers Association. The Western Oil & Gas Association. The California Manufacturers Association. The National Association of Manufacturers. The Hotel and Motel Association. The Southern California Restaurant Association. Soon thereafter the Industrial Council of the City of Commerce affiliated.

Later on several outlying chambers of commerce joined the ranks of affiliates. Among these are: The Pasadena Chamber of Commerce, the Santa Monica Chamber of Commerce, the Long Beach Chamber of Commerce and others.

Each affiliate contributes \$100.00 annually in dues. The president of each affiliate organization is entitled to membership on the Management Council Board of Directors.

The important role to be carried by the affiliate is the motivation of member employers into the program for recruitment of the disadvantaged minority unemployed as outlined in this document. Thus far it has been exceedingly effective.

Almost immediately following the election of Governor Ronald Reagan he joined with Lieutenant Governor Robert Finch in requesting that the President of the Management Council undertake statewide responsibilities in the development of job and training opportunities for the disadvantaged. After considerable discussion, the invitation was accepted by Mr. McClellan. The terms were -- no salary, no expense account from the State, and a pattern of effort calling for the establishment of Management Councils similar to the one in Los Angeles in other major cities throughout the State. All efforts were to be privately financed.

It was obvious at once that if this new task were to be undertaken additional funds would be required. Travel would be extensive. Further correspondence would be required and some assistance might be necessary for setting up Management Councils in other cities. Therefore, an additional underwriting request was made of one of the Eastern Foundations. A grant of \$200,000 was made to the Management Council for purposes of underwriting operational costs covering the years 1967 and 1968. A part of this underwriting was for the purpose of serving outlying areas, not merely Los Angeles. The second half of the grant was to be paid contingent upon the successful use of the first half. The Foundation requested that no publicity be given its identity.

A Management Council has now been established in San Diego. The San Diego office is financed out of the funds described above.

A Management Council has been established in Monterey for the purpose of serving the entire Monterey Peninsula. This project is being separately financed from the Northern part of the State.

A Management Council has been organized in the San Francisco area. The Bay Area Management Council is being privately financed, having already received a substantial grant from the Ford Foundation. Its activities cover the area from San Jose in the south through Richmond in the north.

In addition to the efforts made by the Management Council in Los Angeles, which are in direct relation to its job opportunity plan, several projects have been successfully undertaken. Among them are the following:

In June 1967 it was learned by the Management Council in Los Angeles that the banks and savings and loan associations in the South Central City curfew area needed additional deposits in order to enable them to make rehabilitation loans in the distressed area. It was learned that these banks and these alone were both willing and qualified to make such loans. The deficiency was that following the riots deposits had been withdrawn to the extent that further loans could not be made at this time although numerous applications for qualified loans were on file. The Management Council arranged, in cooperation with the Los Angeles Chamber of Commerce, to convene the finance officers from seventeen major corporations merely to enable Negro banking representatives to present their case for deposits. No recommendation was made by the Council that deposit transfers be made. Nevertheless, after one meeting, attended by the finance officers, a total of more than \$400,000 was deposited promptly with the Negro banking organizations. Further meetings are contemplated.

Early in July 1967 the Management Council learned of a Negro clergy-led project called H. O. P. E. The purpose of this plan was to paint 200 houses to stimulate community pride and rehabilitation throughout the South Central City. The Management Council learned that the project was floundering. The leaders of the project were convened in the office of the President of the Management Council.

A new plan was worked out - paint 100 houses only and limit the area to one square mile within Watts. Enlist the cooperation of Los Angeles Beautiful as well as the Los Angeles and Watts Chambers of Commerce. Enlist the cooperation of the paint industry (which the Negro leaders thus far had been unable to do) to insure that the quantity of paint needed would be obtainable.

The Management Council enlisted the cooperation of Los Angeles Beautiful, the Chamber of Commerce and the paint industry. 900 gallons of paint (first quality), 100 six-foot trees, 100 shrubs, 100 paint brushes and 100 paint rollers were obtained without charge and delivered on schedule to Project H. O. P. E. Press coverage was arranged through the cooperation of the Los Angeles Chamber of Commerce.

APPENDIX

The Summer Festival of 1967. This event proved to be of major importance during the anniversary week of the riots which took place in 1965. This year the Summer Festival proved to be far more successful than it was in 1966 - it was excellent in that year. The Chairman of the Festival was Billy Joe Tidwell, leader of the Sons of Watts organization. The Sons of Watts carried a leading role in making the project successful. Throughout the festive week this group did much to keep operations under good control and to eliminate sources of potential trouble. For example, when Rap Brown endeavored to "crash" the parade he was quietly asked to depart the scene by the Sons of Watts, which he did. For purposes of identification and prestige it was important that the Sons of Watts be given some sort of status symbol. Each member was provided with a pair of handsome "Sons of Watts" jacket. These were provided by the Management Council at a cost of more than \$2,600. Incidentally, Baltimore Scott, an administrative associate in the Management Council, spent 90% of his time for a full month as a member of the Summer Festival Steering Committee. His services proved invaluable. No specifics were given.

The committee met immediately and reached several conclusions. When the The University of Southern California was retained by contract early in 1966 (fee \$13,500.00) to survey those hired in our program and to learn what happened to them following employment. In summary, the results learned are as follows:

1. Two-thirds of those first hired and traced were still employed by the same company. The committee recognized that Governor Pat Brown had just appointed the
2. Average rate of pay, including women, was \$2.75 an hour. The committee recognized that Governor Pat Brown had just appointed the
3. Most workers said it was the best job they ever had. 90% said the job was different from any they had ever had before. The committee recognized that Governor Pat Brown had just appointed the
4. 30% of those surveyed had moved into better homes during the period of twelve months. Most of them had actually moved out of the area. The committee recognized that Governor Pat Brown had just appointed the
5. Not one of the Negroes interviewed who had terminated reported that he left the job because of discrimination. The committee recognized that Governor Pat Brown had just appointed the
6. Of the one-third who left the initial job, half had found another job at higher pay and were working. The committee recognized that Governor Pat Brown had just appointed the

These are but a few of the activities of the Management Council over the past two years.

The riots covered an area of slightly more than 46 square miles and resulted in the destruction of 200 buildings with an economic loss of approximately \$40,000,000.

In 1964 the Negro communities in seven Eastern cities were involved in riots and in each case the fundamental causes were the same: not enough jobs to go around, inadequate education, and resistance to police authority.

BACKGROUND

Immediately following the riots which occurred here in Los Angeles beginning on August 11, 1965, the Los Angeles Chamber of Commerce appointed a Rehabilitation Committee of 7 members. Those appointed were Mr. Frank L. King, Chairman of the Board, United California Bank; Mr. Charles Thomas, President, The Irvine Company (former Secretary of the United States Navy); Mr. Robert Maney, Vice President & Division Manager, Goodyear Tire and Rubber Company; Mr. Ernest Loebbecke, Chairman of the Board, Title Insurance & Trust Company; Mr. Harold Quinton, Chairman of the Board, Southern California Edison Company; Mr. Robert L. Gordon, Executive Vice President, Bank of America NT & SA; and Mr. H. C. McClellan, Chairman of the Board, Old Colony Paint & Chemical Company. H. C. McClellan was named Chairman.

The committee was charged with the responsibility of doing what it could toward rehabilitation of the stricken area. No specifics were given.

The committee met immediately and reached several conclusions. When the riots ended great controversy was taking place in Los Angeles over probable causes and possible remedies for the situation. Complaints were registered against the Police Department, the schools were criticized, the Welfare Departments were maligned, charges of every kind were voiced including some against the Negroes themselves for their conduct. The committee decided that it should stay out of the controversies in order to be effective to the maximum without appearance of bias or partisanship. The committee recognized that Governor Pat Brown had just appointed the McCone Commission and assigned to it the specific task of determining the underlying causes of the riots and offering some recommendations for remedy.

The committee decided that before determining a course of action it should assemble the essential facts. We got some chilling ones. The findings were as follows:

1. Approximately 650,000 Negroes reside in Los Angeles County, 450,000 of this number living in the curfew area.
2. The riots which lasted six days cost 34 lives. "There were 3,438 adults arrested . . . The number of juveniles arrested was 514 . . . Of the adults arrested 1,232 had never been arrested before; 1,164 had a 'minor' criminal record (arrest only or convictions with sentence of 90 days or less) . . . Of the juveniles arrested 257 had never been arrested before; 212 had a 'minor' criminal record."
3. The riots covered an area of slightly more than 46 square miles and resulted in the destruction of 200 buildings with an economic loss of approximately \$40,000,000.
4. In 1964 the Negro communities in seven Eastern cities were stricken by riots and in each case the fundamental causes were the same; not enough jobs to go around, inadequate schooling, and resentment of police authority.

5. In 1964 the Urban League made a national study concerning Negro conditions in 68 major cities in this country. Included were ten economic factors such as housing, job opportunity, etc. Of the 68 cities studied, Los Angeles emerged as the one offering the best score.
6. It was clear that unemployment in the Negro community was two to three times that in the white community; from all indications, there were some 25,000 unemployed Negroes in the central section of Los Angeles County and probably an equal number of unemployed Mexican-Americans.
7. There was an actual shortage of semi-skilled and skilled workers in Los Angeles County.
8. Welfare costs in Los Angeles County were running in excess of \$400,000,000 annually (perhaps $\frac{1}{4}$ of this being expended in the curfew area).
9. Transportation to and from the Watts area was poor. Los Angeles covers an area of approximately 450 square miles. Industry is not concentrated in any one area. It is dispersed. A worker residing in Watts may be called upon to travel a considerable number of miles from his home to his place of employment. This circumstance, however, while especially difficult for the disadvantaged did not apply to him alone. There was no fully adequate rapid transit system in Los Angeles. Most citizens tended to rely upon private means of transportation rather than upon any public transit system.

PRECIPITATING INCIDENT

A drunk-driver arrest sparked the riots. Obviously the circumstances which made the disturbance possible were complex, varied and diverse. It is not easy even now either to identify or fully understand all of the factors responsible for this trouble. It appears logical that the inner frustrations which had smoldered and burned for many years in the minds of Negroes across the country and the strong sense of denial, both real and imagined, finally exploded into rage and violence unprecedented for this community.

CONFERENCES WITH REPRESENTATIVES OF GOVERNMENT AND THE COMMUNITY

The committee immediately coordinated with the Interracial Council for Business Opportunity which concerns itself with the problems of small business in minority communities. Working with the Interracial Council a liaison was established with one of the leading banking institutions for the purpose of assisting small enterprises in the riot area seeking to re-finance or expand.

The Chairman of the committee met with the Mayor of Los Angeles, with the Chief of Police, with a representative of the Los Angeles County Human Relations Commission and with the Governor's coordinating officer on many occasions for purposes of communication and coordination.

In addition, conferences took place between the Chairman of the Chamber's Rehabilitation Committee and President Johnson's Fact-Finding Mission, headed by Mr. Ramsey Clark, Deputy Attorney General, which spent several days in Los Angeles immediately following the riots. The principal purpose of these conferences was to assure to the extent possible, good coordination and communication between each of the agencies endeavoring to serve whether they be privately operated or governmental.

EFFORTS TO MEET THE PROBLEM OF UNEMPLOYMENT

Recognizing that job opportunity was certainly a fundamental need and believing that unless opportunities were provided for any man to have an equal chance to earn a decent living and support his family there was little hope of correcting the social problems involved, our committee concluded that our efforts should be restricted to one simple purpose - placing the qualified unemployed job-seekers from the curfew area in appropriate contact with willing employers who needed workers. There was one other reason why this decision was made. Any competent executive knows that when a difficult problem is confronted which he would solve it is wise to reduce that problem into manageable dimensions before the task is undertaken. Job opportunity seemed a big enough problem.

Our plan, we thought, was businesslike and practical.

First, we persuaded a group of prominent Negro businessmen from the curfew area to form a "counterpart" committee of 50. We needed dialog with the Negro community.

The Negro committee, at our suggestion, selected an executive committee for purposes of conference with our committee. Over a period of several weeks nine meetings were held which were attended by members of the executive committee from each side. Some of these meetings lasted into late night hours. Beyond doubt the benefits which resulted from the forthright discussions which took place were substantial. But the going was not easy.

The Chairman of our committee stated: "Having served on assignments in numerous foreign countries, including Russia, I have many times experienced communication problems based upon differences in culture and language and even upon strong suspicion, but I have never faced a tougher communication problem than this one." The words we were using were the same. The meanings were all too often misunderstood. Our biggest obstacle, we concluded, was distrust; bitter enduring resentment, and even hatred rarely expressed yet always present.

Many hours of discussion on all manner of items took place. Difficult though it was, our committee ultimately made its position clear to at least these few who were meeting with us. Our principal purpose, as we explained it, was to develop job opportunities for the qualified disadvantaged minorities. For those who needed it we would endeavor to promote appropriate pre-job training opportunities. We declared that our strength lay in our close relationship with major employers who had jobs to offer.

NEGRO RESOLUTION

During our discussions with the Negro businessmen's committee we urged that a resolution be adopted by the full membership of the Negro businessmen's committee rejecting the concept of rioting as a means of achieving their goals.

This proposal resulted in long discussion and some resistance, but when it was explained that such a resolution would be helpful to us in persuading employers to cooperate, a resolution was adopted. The language follows:

"Actions contrary to the concepts of law and order such as took place here recently can never be justified in a civilized society.

"There were, nevertheless, underlying causes for these incidents which must be identified and understood as a first step toward permanent cure. Governor Brown has appointed a commission made up of leading citizens for precisely this purpose. In addition, many other investigating bodies are at work.

"We earnestly hope that these investigations will be thorough, penetrating and unbiased. We sincerely believe they will be.

"When all the facts are in hand and the full truth is known, appropriate and adequate steps must be taken to immediately correct whatever is wrong in this community. Our city of Los Angeles, particularly the Negro community, deserves no less than this.

"In the meantime, we join wholeheartedly in the coordinated effort by business, industry and government to rebuild, repair, restore and create new jobs and improve conditions in our city.

The above resolution was adopted unanimously by the entire 50-member committee. Immediately thereafter the Chairman of our committee escorted the Chairman of the Negro businessmen's committee to our leading newspapers where good publicity was awarded the action. In one instance, an excellent editorial commending the Negroes for their forthright statement was carried.

Our committee made it clear to the Negroes that our program would be strictly private enterprise, without government finance, yet conducted in full cooperation with all agencies, public or private, designed to provide job opportunities for the qualified minorities. We declared time and time again that we would only recommend that employers hire qualified applicants. That employers would not be asked to lower their standards to accommodate the deficient. This we said would only create "second-class" employees who would be the first laid off in an economic slump.

We told the Negro committee that we would not participate in marches, boycotts, picketing or the like to achieve these ends. We declared that, in our opinion, the persuasive efforts would work far faster and deserved the first chance; therefore we opposed the militant method as being less effective.

If we failed to produce, we said, we would step aside. But if the Negroes insisted on militant action we as a committee would depart the program and address ourselves to other matters. After long discussion, the Negro committee unanimously agreed to work with us in developing persuasive, non-militant means of attaining our common objectives. To the date of this report they have kept that commitment fully.

COORDINATION WITH THE CALIFORNIA EMPLOYMENT SERVICE

At this point, as a result of discussions which had already taken place between top local officers of the Department and members of our committee, it was agreed that there should be close coordination between the California Employment Office and our committee. We discovered, incidentally, that up to this time there had not been as effective employment service delivered to industry from the disadvantaged areas as had been needed.

In the first place there was no employment office in the Watts area. Secondly, for whatever reason, the Negroes had developed an unfriendly attitude toward the California Employment Service generally and were reluctant to use it. Thus employers themselves, failing to achieve solid recruitment through that means, made only limited use of such offices as were open and operating at that time.

Mr. Arthur Morgan, Los Angeles Area Manager for the Service, joined with our committee enthusiastically in the development of a workable, compatible plan in the hope of attracting not only Negro job candidates but willing employers as well. New procedures were developed. Attention was given to employers' specific needs and an attitude was created in the Department's Service Office which would tend to encourage increasing employer participation.

INITIAL EMPLOYER CONTACTS

Having worked out a seemingly workable arrangement with the California Employment Service to recruit, screen and refer Negro job candidates we turned our attention to the employers themselves.

On August 24, 1965 our committee sent a telegram to the President or Chief Executive Officer of 100 of the largest employers in the metropolitan Los Angeles area. The telegram follows:

You are urgently requested to attend a brief but important conference concerning recent riots.

THE TIME - 4:00 P. M., THURSDAY, AUGUST 26
THE PLACE - BOARD ROOM, LOS ANGELES CHAMBER OF COMMERCE
R.S.V.P. - 482-4010, MISS ANGELA NOLAN

(signed) MARION BANKS
ROBERT L. GORDON
FRANK L. KING
ERNEST J. LOEBBECKE
ROBERT W. MANEY
HAROLD QUINTON
CHARLES S. THOMAS
H. C. McClellan

The attendance was outstanding. Most of those invited came to find out what was going on and, we discovered, to help if they could. This initial employers' meeting proved to be highly successful. It set a pattern which has been followed throughout the many, many similar employers' meetings which have taken place since that day.

The meeting lasted only one hour and fifteen minutes. During that time, however, the situation in the crises areas of our city was depicted with clarity and purpose. The facts as reported earlier in this document were revealed, including the penalties which had been suffered by our community as a consequence of the riots and certainly indicating the possibility that another riot could occur at any moment unless appropriate steps were taken by the community as a whole.

It was not suggested that industry or our employers could or should by themselves solve the problem. It was not recommended that industry engage in a welfare or charity program. It was suggested only that the fundamental issues involved here did indicate that industry itself should bear some responsibility out of pure selfish interest, if nothing more.

It was pointed out that unemployment in the distressed area was perhaps three times that of the County area; those assembled were reminded that welfare costs out of taxpayer funds exceeded \$400,000,000 annually in our County. It was declared that a shortage obtained even then of both skilled and semi-skilled workers throughout industry in the metropolitan Los Angeles area. It was declared that investigation had revealed that half of the unemployed in the curfew area were well equipped to meet minimum job entry standards for jobs then open.

Those assembled were urged not to lower employment standards nor to hire the unqualified candidates. They were, however, urged vigorously to have a look at the candidates then available who were actively seeking jobs and whose applications were on file at the California Employment Service in the heart of Watts in their search for qualified workers.

Our committee explained the new relationship with the California Employment Service which had been developed. A representative of that agency was present to make his own statement of purpose and plan and to demonstrate willingness to cooperate to the maximum by seeking out qualified candidates and screening them carefully in order to serve the employers as best they could.

A few days later the Personnel Officers of the same 100 companies whose Presidents had been in attendance at the first meeting were convened in the Chamber of Commerce Board Room. During this meeting the facts were reviewed (the personnel men had already received favorable recommendations from the front office) and details for action were worked out. Toward the close of the discussion the Personnel Officers approved the formation of an Action Committee from their own membership. This would be called the Merit Employment Committee of the Management Council. In the months which followed, this Committee was to become an exceedingly effective part of the whole job development program.

INITIAL RESULTS

Through the initiative of the Merit Employment Committee more than 70 companies promptly sent their personnel representatives to the Watts employment office to interview candidates and hire on the spot.

Up to this time our committee had no staff. H. C. McClellan, the Chairman, was devoting full time to the effort and he had enlisted the services of Mr. Murray A. Lewis whose employer had released him on a full-time basis with pay for a brief period. Even so, progress was good from the beginning.

Follow-up letters had been sent to each of the employers contacted. Close relationship had been maintained with the California Employment Office in Watts. It was obvious that hiring was taking place, but in order to actually determine how much action had resulted from the efforts made would require both staff and plan.

To make certain that we were correct in our evaluation of progress made, each of the initial 100 employers was requested by telephone to report how many had been hired from the South Central City area since the riots. The total thus reported was 2,104 as of 12/15/1965.

ORGANIZATION OF THE MANAGEMENT COUNCIL
FOR MERIT EMPLOYMENT, TRAINING AND RESEARCH

On December 2, 1965 the McCone Commission submitted its report to Governor Brown. Contained in this report was the following statement:

"We commend the work of the Los Angeles Chamber of Commerce through its Rehabilitation Committee, under the chairmanship of Mr. H. C. McClellan. This committee organized 100 employers and, through their efforts, over 1,200 Negroes have been employed by private industry in recent months. It is the hope of our Commission that all of the 1,000 or more major employers in the metropolitan area will join this cooperative effort. We urge that a permanent organization, properly staffed and financed by the Chamber of Commerce, be established for this purpose. The committee, as well as several major employers, should continue to operate, in conjunction with the State Employment Service in the South Central area and the committee of Negro businessmen, and should establish joint counseling and employment functions, so that those who seek jobs can make application with a minimum of inconvenience and expense.

"A proposal for additional action. The great majority of the unemployed in the South Central Los Angeles area are unemployable because they lack skill and training. To meet that pressing need, a major job training and placement program should be initiated in the area. This program should be large and should be concentrated in an area which is predominantly Negro.

With this in mind several steps were taken by the committee.

Ten business organizations were asked to cooperate in the formation of a non-profit public service corporation called THE MANAGEMENT COUNCIL For Merit Employment, Training & Research. Each of the organizations was requested to formally approve the undertaking and to designate a principal officer to serve on the Council's Board of Directors. Annual dues of \$100 were stipulated. Each of the organizations accepted the Council's invitation and designated an Officer to serve.

Request was made for initial financing by The John Randolph Haynes And Dora Haynes Foundation. A Grant of \$50,000 for partial underwriting of the budget covering a two-year period was granted.

The aerospace industry was requested to provide \$23,000 for interim financing pending possible additional support from a foundation if one could be enlisted in our support. The response was prompt and favorable.

The Ford Foundation of New York was requested to make a grant of \$50,000 covering a two-year period. The request was approved.

Simultaneous with its grant to The Management Council and coordinated with it the Ford Foundation made a grant of \$450,000 to the Opportunities Industrialization Center of Los Angeles. The purpose of this grant was to enable the OIC, an all-Negro organization, to activate its program for motivating Negro job seekers, teaching the fundamentals necessary and, in addition, conducting adequate courses of training in a limited number of important skills in which industry's need appears to be the greatest.

In the meantime, the Los Angeles Chapter of The American Society For Training and Development also made a proposal to the Ford Foundation. The ASTD is a national organization of professionals in the field of industrial training and development dealing with skills, aptitudes and general on-the-job competence for business and industry. The ASTD local chapter asked the Ford Foundation for a grant of \$140,000 to underwrite the cost of a teacher training program principally to support the Opportunities Industrialization Center in the development of proper training courses and the training of teachers from within the Negro community itself.

The Ford Foundation made the grant in full amount but designated the Management Council as the agency to administer payment of the funds to the ASTD on a quarterly basis, requesting assurance that full coordination between the OIC, the ASTD and the Management Council take place.

Under the terms of the Ford Grant, the Management Council was expected to coordinate employment activities, counsel various skill centers (especially OIC), to help obtain equipment needed by OIC for training purposes and to place the disadvantaged, unemployed on jobs through close cooperation with business and industrial firms.

Arrangements were made to occupy space at nominal cost in the Chamber of Commerce Building, 404 South Bixel Street, Los Angeles. Application was made for a corporation permit and for tax exempt status both of which were granted.

The Management Council corporation was formed, offices were opened in the Chamber of Commerce Building with Mr. Murray A. Lewis as Executive Director. The first Officers and Directors of the corporation were as follows:

President:

*H. C. McClellan
Chairman of the Board (on leave) Old Colony Paint & Chemical Co.

Vice Presidents:

*Daniel P. Bryant
President, Bekins Van & Storage Company
President, Los Angeles Chamber of Commerce

*Hugo Riemer
President, U. S. Borax & Chemical Corporation
President, Merchants & Manufacturers Association

Secretary-Treasurer:

*David G. Soash

Executive Vice President, Merchants & Manufacturers Association

Directors:

Robert L. Gordon

Executive Vice President, Bank of America N. T. & S. A.

President, Downtown Business Men's Association

William H. Fellows

President, Old Colony Paint & Chemical Company

President, California Manufacturers Association

Rollin Eckis

Executive Vice President, Atlantic Refining Company

President, Western Oil & Gas Association

Neil Papiano

Attorney, Trippet, Yoakum & Ballantyne

President, Los Angeles Junior Chamber of Commerce

Sterling Peck

General Manager, Bel Air Sands Hotel

President, Southern California Hotel & Motel Association

Floyd O. Gwinn

Proprietor, Gwinn's Restaurants

President, Southern California Restaurant Association

H. M. O'Haver

Metropolitan Division Sales Manager, Southern California Gas Co.

President, The Industrial Council of the City of Commerce

F. Marion Banks

President, Southern California Gas Company

Dr. Arthur G. Coons

President Emeritus, Occidental College

President, The Coordinating Council, State of California

(Education)

Louis B. Lundborg

Chairman of the Board, Bank of America N. T. & S. A.

John Robert Fluor

Former Chairman of the Board, National Association of
Manufacturers

President, The Fluor Corporation

Harold Quinton

Chairman of the Board, Southern California Edison Company

James P. Lydon
Vice President - Industrial Relations
Lockheed Aircraft Corporation

J. Curtis Counts
Vice President - Industrial Relations
Douglas Aircraft Company, Inc.

Eugene D. Starkweather
Vice President - Personnel
North American Aviation, Inc.

William Larrabee
Vice President - Industrial Relations
Northrop Corporation

Executive Director:

*Murray A. Lewis

Administrative Associate:

J. M. Wright

* Indicates Executive Committee

THE PARTICIPATION BY AN
ADDITIONAL 167 COMPANIES

While continuing to work with the initial 100 employers who had been enlisted by the committee, the Management Council now endeavored to enlist similar cooperation from an additional 167 companies.

Invitations were sent to the Presidents of each of these firms to meet in the Board Room of the Chamber of Commerce on February 3, 1966, just as had been done with the first group.

The same procedures were followed and the results were identical with those achieved with the first 100 companies in December of 1965. The response was enthusiastic and affirmative from the Presidents. This meeting was followed by a group meeting with the Personnel Directors of the same corporations and again full cooperation was assured.

AFFILIATES

At this point it was decided by the Council to further expand its efforts by decentralizing some of its activity through cooperation with enlisted affiliates. It was concluded that in outlying communities particularly, such as the City of Commerce, Pasadena, Santa Monica and Long Beach, greater progress could be achieved if the strongest local employer organization would join in the employment program with its own staff, "motivating" its own membership, substantially in accordance with the means we had developed in the Management Council.

Under this plan it was believed greater impact could be achieved, especially in relations with smaller merchant employer establishments in outlying areas which might be hard for the Management Council to reach wholly on its own.

It was contemplated that the Management Council would serve as a resource for each outlying affiliate enlisted, providing employment information, establishing employment service contacts, coordinating public service agencies supporting the hiring plan and offering samples of letters which have proven effective, techniques which have been successful and even providing staff support for conferences, meetings or counsel.

Each affiliate would be expected to pay annual dues in the amount of \$100.00. Thus an "operating affiliate" in an outlying area would be substantially in the same position as a central city affiliate excepting that the outlying affiliate would, in addition to cooperating with the Council in its effort, operate its own independent membership motivating program, using the Management Council as a resource.

The first outlying affiliate to engage in this special independent effort was the Industrial Council of the City of Commerce, an organization with more than 300 industrial employer members. (Its President had already become a member of the Board). Other affiliates soon undertook similar action. In each instance affiliation was authorized by unanimous action of the Board of Directors of the joining organization. The plan proved to be an immediate success. Examples of actions undertaken follow.

Southern California Restaurant Association

Conferences were held with officials of the Southern California Restaurant Association for the purpose of motivating their members. A plan was formulated, letters were sent on Association letterhead to over 800 members of the Association requesting them to contact the Watts and the East Los Angeles Employment Service offices.

Southern California Hotel and Motel Association

Similar efforts were undertaken with the Southern California Hotel and Motel Association for the purpose of bringing that industry in touch with unemployed individuals in the depressed areas. Letters have been sent to over 100 employer members and associates directed toward the same goal and objective.

Independent Garage Owners' Association

The executive committee of the Independent Garage Owners' Association unanimously endorsed an industry-wide cooperative program with the Management Council. Letters were sent out to over 400 employers who were identified with the Association.

Later on other affiliates were enlisted including the Long Beach Chamber of Commerce, the Santa Monica Chamber of Commerce, and the Pasadena Chamber of Commerce.

THE SITUATION CHANGES

Progress continued. By the first of March 1966 it was evident that while the unemployment problem remained severe, considerable success had been achieved. Based on the reports we obtained from the Watts employment office and elsewhere, and judging from the reports we received from industry itself, we concluded that qualified Negroes, those able to meet minimum job entry level standards, had become increasingly scarce. We found, for example, that the Yellow Cab Company was short more than 100 drivers and would willingly accept Negroes if they could be found. There were applicants, but practically none who could qualify as cab drivers even though the requirements were minimal.

Similarly, it was discovered that the City Transit Lines were short of help and were seeking bus drivers. A bus was equipped with desks, chairs and staff and sent to the Watts area. Recruitment was undertaken for a period of two weeks only to find that practically no candidates appeared who could meet the minimum tests, including the ability to make change for a dollar. An effort was made through the Recruiting Office - the California Employment Service - in Watts, but even here we were unable to locate enough candidates for jobs who could meet either the needs of the Cab Company or the Transit Lines to fill open positions. (A cab driver earns as high as \$140.00 per week. There were then more than 100 Negro drivers working for the Yellow Cab Company). This did not suggest that the problem had been lessened; quite the contrary. It simply meant that there were fewer unemployed Negroes qualified to fill open jobs than formerly. The best had been hired. There were, however, literally thousands still without work within the area who would require pre-job training before they would be acceptable by business and industry. This was serious. Furthermore, our whole problem of placing the disadvantaged unemployed was greatly complicated by the fact that nearly 150,000 new citizens come to our County each year from other parts of the country. Many of these are Negro. Many are without adequate education or work experience. It would appear that we would have to run very fast just to stand still!

It was decided that, as we addressed ourselves to this new challenge, a further progress check should be made on how many had actually been hired from the curfew area. Thus on March 11 a letter was sent to the Presidents of the initial 100 companies who had met in the Chamber of Commerce Board Room right after the riots occurred. This letter requested that each company forward to the office of the Management Council specific information as to the number hired from the area of the South Central City. A report form was enclosed for this purpose. 89 companies responded. The total thus reported as having been hired from the South Central City area since the riots of August 1965 was 4,751. This information was provided by 89 companies only. Many additional employers were cooperating. Encouraging as this report was, further progress was greatly handicapped by the necessity for training.

SONS OF WATTS IMPROVEMENT ASSOCIATION

Toward the last of September, 1966 the President of the Management Council received a letter from a Mr. Billy J. Tidwell, a member of the Sons of Watts Improvement Association. It was a form letter (copy attached hereto).

Along with this letter there were sent several job application forms filled in and signed by members of the Sons of Watts organization. It was obvious from scanning the applications enclosed that real difficulty would be faced in trying to place these applicants on regular jobs.

We at the Management Council thereupon "checked out" the above referred to organization and learned that its members were aptly described as "the unreachable" in the Watts area. As their members themselves told Mr. McClellan later on, they represented the hard core of the unemployed, most of them bearing police records of some kind, few of them skilled or trained for existing job opportunities. Furthermore, we learned this group appeared to be hostile toward society and probably were involved in the rioting which took place earlier.

On the other hand, we learned that during the summer of 1965, a year after the riots, these young men seeking an opportunity to do something constructive for a change, elected to participate in a three day "Watts Summer Festival" which was held on the anniversary of the rioting in August by establishing a citizens' voluntary patrol, which performed the responsibility of safeguarding the many thousands who participated in the festival. This was achieved without incident.

It seemed to us in the Management Council that here might be an opportunity too for the Council to establish a greater confidence within the Negro community by actually working with some of the most troubled residents constructively. Contact was established by Mr. McClellan with Mr. Tidwell and arrangements were made for him to meet with the members of the Sons of Watts Improvement Association in an abandoned building at 103rd Street in Watts. This meeting took place early in November 1966.

Approximately 65 members of the Negro organization were present when the meeting began at 2:00 o'clock in the afternoon. Also present, on invitation from the Sons of Watts organization, were news reporters as well as two or three crews of television cameramen. The entire purpose of the meeting was to hear from Mr. McClellan and to ask him questions.

Immediately he was introduced he explained the purpose of the Management Council, reporting some of the progress thus far made and indicated to those assembled that we would earnestly seek to cooperate with them in locating satisfactory job opportunities if they were willing to work with us. He did his best to make it clear that we were not a government agency and that all we had to offer was opportunity to find a job, incentive to make good at it and encouragement along the way. He explained that employers, too, have problems -- and requirements. All we could promise was to try to find jobs matching up with their own qualifications where they would be acceptable to the employer. He also promised that if their training or skill was not equal to the job opportunities available he believed we could help get them enrolled in a course of training promptly in order that qualifications could be met.

Mr. McClellan furthermore explained that while they could not yet completely escape discrimination, such prejudice was now greatly diminished and among the employers with whom we in the Management Council are working it has virtually terminated.

Finally, he reported that working as we do with larger employers, those seeking jobs through our cooperation simply must file application for work through an accredited employment referral agency such as the California Employment Service office (2 blocks down the street), the Urban League Employment office or some similar agency where employers would willingly send personnel officers to review application forms in advance and later to interview candidates. Mr. McClellan promised that if the group would select such an agency - any one of them - filing applications and identifying each with the name of the Management Council, we would try to get some action.

Hands were raised before Mr. McClellan was half through with his presentation. When he finished there must have been a dozen vigorously waving their arms, seeking his attention for a question. How many Negroes have been hired by industry since our program began? He responded. How many had been hired strictly within the Watts boundary? He responded that we did not know - Watts is only a very few square miles in area - our reporting covered the entire 46 square mile curfew area. What about police records? He responded that we had been successful in finding jobs for numerous Negroes with police records! We could not, however, place such candidates without matching them up with the kind of jobs that were appropriate. For example, he said it would be difficult to place a man with a drunk driving record driving a bus or operating a taxi cab. The insurance company would refuse coverage, an accident might occur when some one was injured and the company would be far too vulnerable. Why could not the police records merely be erased? He responded that this was beyond our power and furthermore it would be unfair to the employee himself. The employer can get the information without our help. Furthermore, the employee with such trouble frequently needs the kind of help that the employer is in the best position to provide. There were many, many questions. It was evident that many of those present had small faith in what the Management Council could or would accomplish on their behalf.

Following the meeting, however, which certainly did not result in any enthusiastic response from those assembled, Mr. McClellan talked with Billy Tidwell and two or three other leaders among the group who promised that they would obtain at least 25 job applications from the members and file them with our name attached at some satisfactory referral agency within a week or two. This they did.

The agency selected was the California Employment Service Center on 103rd Street, a short distance from where the meeting took place. It took three weeks or thereabouts to obtain the first 25 applications. In the meantime, Murray Lewis, our Executive Director, and Mac Wright, Administrative Assistant, telephoned the Personnel Officers of no less than 50 of our cooperating employers, explaining the situation. Cooperation was requested in each instance. In every case the employer declared his willingness to hire even though it was clearly understood that police records were involved and limited qualifications would prevail.

Not all of the companies interviewed had job openings at that time. Some did. At the end of four weeks' effort, 69 members of the Sons of Watts Improvement Association had been placed on jobs as a result of the effort described above.

We are not seeking any publicity for ourselves or even for industry as a result of this effort. We think it tactically imprudent so to do. On the other hand, through our contacts through leadership of the organization we are highly pleased to find not only a changing attitude but a heartwarming response among those affected.

An indication of the feelings that had resulted is contained in the letter attached hereto and signed by Mr. Hakim A. Jamal, a representative member of the group.

Ultimately more than 100 were employed from this group by cooperating companies in cooperation with the California Employment Service.

September 14, 1966

To Whom It May Concern:

The gentlemen being referred to you for employment are of a unique character. All of them served gallantly as temporary Community Alert Patrolmen during the recent Watts Summer Festival. These are young men who have historically never been significantly involved in positive social efforts and, therefore, developed and institutionalized their own value system, which has been largely negative. The Watts Summer Festival, however, provided a meaningful opportunity to them and they took it eagerly. The young men accepted and performed the responsibility of securing and controlling the vast throng which attended the Festival flawlessly.

They realized during the Festival that they do have a positive and vital role to play in their community. Consistent with their realization they have formed an organization dubbed the "Sons of Watts Improvement Association", with a multi-faceted program of constructive undertakings.

In essence, the "unreachables", the troubling "pariahs" of society have been reached! Every effort should be made by those concerned to insure that this new, positive direction is sustained. Of crucial necessity in this regard is the provision of jobs for the many unemployed members of the Association. Obviously, one cannot maintain one's devotion to a task if one is preoccupied with subsistence. We who aspire to a better community and a better America are hopeful that you will be of assistance to us.

Thank you for your consideration.

(signed)

Billy J. Tidwell
Member of, Advisor to
The Sons of Watts Improvement Association

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Mr. Hakim A. Jamal
2812 Caldwell Street
Compton, California
774-4366

November 29, 1966

Mr. Chad McClellan
President, Management Council
404 S. Bixel
Los Angeles, California

Dear Sir:

Recently in Watts, California, you came and made some promises to the Sons of Watts, namely that you would assist them in getting jobs regardless of their police records, and regardless as to their status as citizens.

I was one of your most severe critics. I hated your lofty, lordly position, and ethnically speaking, I hated you. Perhaps I still do, but you did what you said you were going to do. As far as I can ascertain you have received no publicity for the acts that I know you did perform.

Mr. Chad McClellan, I salute you.

Mr. Chad McClellan, I thank you.

When I was a "black Muslim" I believed that all whites were indeed Devils. There has been very little done to make me reverse my decision.

When I left this organization and became a "Black Nationalist" it was because Malcolm X found that there were indeed some white people with whom black people could work. And look for lasting solutions that will enhance both races, thus strengthen rather than destroy this country.

When Brother Malcolm X was destroyed, I took up his search for solutions to the problems that beset this country, and for the white people therein with whom some degree of sensible progress could be made. While I freely admit that these whites are difficult to find, I also admit freely that they are there.

It is people like yourself, willing to get into the midst of the mess and come up with tangible solutions, not nice pat phrases and promises of the "good tomorrow." I do not think that you would misunderstand what I say here. I am not laying claim to any love for you or for any other white people, I am just trying to thank you for a job that you did, and did exceptionally well. Things well done deserve praise, and the highest praise that I as a black Nationalist can give to you is to say that "...May the Peace and Blessings of Brother Malcolm X Smile Upon You...and Give You Peace!!!!..."

Amid the cries for "Black Power" and "white backlash" good deeds like yours oft time get lost and remain hidden forever and this is too bad because we need people like you, sincere honest white people are few and far between... I hope that you do not get lost in the shuffle. I have mentioned your name in a few meetings, and I told of the deeds that you have successfully completed. Of course this was met with suspicion and cries of "white paternalism."

Letter from Hakim A. Jamal
November 29, 1966
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My reply thus far has merely been in rebuttal..."...a rare and strange breed of white man that is being created in this generation. It is unfair for us as black men to label this sort of person until he fully emerges and stands up. Then we will see what he is...then we can name him...maybe for the first time we can call it...FRIEND!"

If we indeed intend to judge a man by deed rather than race, you go to the head of the class, you have, for the most part proven yourself, and again I say...Thanks.

In my group, the Organization of AfroAmerican Unity, Inc., which is a non-profit organization engaged in teaching youngsters, reading, writing, speaking, swimming, music, first aid and history I have found that the key to teaching is...incentive.

We have named our school "The Bill Cosby, I Spy School" the children have been led to believe that Bill Cosby has their interest at heart, he wants them to learn. He cares, he brags about their progress...and the children learn, and want to learn more. We believe that we have found a formula whereby we can induce learning in children...that is the place where dropouts are found, in the 1st 5 years of schooling...not in high school. Once the children reach high school...it's too late.

I hope that when these kids reach high school graduation there will still be people like you in reach. I do not delude myself into thinking that black people will be able to catch up in one generation. Thus factually speaking, we will need your (white people) help...and, if possible...friendship

From the works that you have displayed thus far, we have your help. Friendship, I fear, will take a little longer. As I do not believe I am ready to accept or give this yet. We need to have a good rapport, and I am willing to begin right now.

Brother Malcolm X showed me the need not to waste precious time...so if we do intend to cross this bridge of hate and enter into the valley of virgin unknown...let us begin, and let us find out if in this untapped valley we can find some degree of love...or at least understanding.

Mr. Chad McClellan, you made the first move toward help that we have seen in America's history thus far and as every good chess player knows...white is supposed to move first. Now that you have...I have. Writing this letter has not been easy for me, please understand that all errors found in it are all mine...but if there is any wisdom at all in it...all praises should go to the memory of Brother Malcolm X.

In closing this letter, let me again remind you that what you are doing for us as black people, should not be lost. It is far too very important. I'll continue to talk about you and people like you wherever I go...Malcolm X would demand it of me.

Letter from Mr. Hakim A. Jamal
November 29, 1966
Page #3

If when some of my people who are given jobs, fail, try to remember that Edison failed many times when in search of his now famous electric light bulb. America lost at the battle at the Alamo. She did not win in Korea. She is losing the war on poverty. She invented the race problem. She is the mistress of hatred in the world, and a long list of other failures.

So grant us the latitude of failure, we will many times, but black people being what we are, we'll make it one way or the other, I just hope that somehow we can manage to find the right way to work together...for the betterment of all.

Before I close, allow me one last opportunity to teach you of the wisdom of Brother Malcolm X, by giving you one of his many beautiful quotes...

"The man who refuses to think is ... a bigot,

The man who will not think is ... a fool;

The man who dares not think is ... a slave!!!"

Thanks Mr. Chad McClellan, you're a hell of a man.

(signed) Mr. Hakim A. Jamal

MULTI-OCCUPATIONAL SKILL CENTERS

Fortunately, a program had been conceived which was admirably suited to the need for pre-job training. This program, made possible by the Federal Manpower Development and Training Act, provided for the establishment of four Skill Centers in the Los Angeles area.

The purpose of the Skill Centers as contemplated was to enable the disadvantaged unemployed to receive first-rate training under modern methods which would, within a relatively short period of time, qualify the trainees for job entry. Included in the training programs would be fundamental education, attitudinal development, and specific skills within the categories then needed by industry.

Furthermore, and most important, training programs in the Skill Centers would also underwrite living costs of the trainees while courses were conducted. Women would be included.

There were, in addition, such organizations as the Opportunities Industrialization Center which has been previously mentioned. Organizations like O. I. C., which were in most instances separately financed and some of them privately funded, would address themselves to motivation of the disadvantaged, fundamental education, and a minimum of skill development. Included in this group, in addition to the O. I. C., were the Westminster Neighborhood Association, Operation Bootstrap, and others.

It was unfortunate that the Skill Center program, as well as the others named, were slow in getting underway. Progress could and should have been much faster. The benefit from training of the kind offered by these institutions was immediately evident because of the fact that as quickly as graduates were produced jobs were made available to them.

To some this was a surprise. Initially, many of the Negroes with whom our committee conversed declared that the Negroes would be unwilling to attend such training centers, especially those Federally funded, because of suspicion and doubt. They claimed experiences of the past, here and elsewhere, had shown few jobs available when training had been completed.

It is true that at first enrollment in the Skill Centers was slow and considerable criticism was offered. As training got underway, however, each of the Skill Centers achieved surprising results. The Community Skill Center, for example, at 150th Street and Figueroa in Los Angeles, moved most quickly into training programs, achieving instant success. The East Los Angeles Skill Center similarly found jobs for its graduates immediately through the cooperation of the California Employment Service and the Management Council. A Skill Center at 111th Street and Figueroa in Los Angeles had moderate but growing success and the Skill Center in Pacoima, while getting off to a slow start, began to show promise as the months passed by.

Significantly, however, as jobs appeared for those graduating, applications for training increased many times over. Soon several thousand expressed willingness to be trained who could not be accommodated simply because budgets were inadequate to underwrite the cost.

By late 1966 approximately 2,000 were enrolled in the four Skill Centers. Several thousand more wanted training but could not be accommodated. Tragically, the Skill Centers could have accommodated twice the number then enrolled simply by the addition of staff and subsistence allowance if funds had been available to make this possible. Required would have been underwriting of the cost of the teachers and the cost of the subsistence allowances for the trainees and little else. The facilities were there. The management was there, but the money was short.

In the meantime, being concerned over the inadequacy of training opportunities for the disadvantaged, the Management Council contacted the office of the Los Angeles Board of Education in an effort to develop coordination with the Adult Vocational School System where additional trainees might be produced. The response was immediate and cooperative.

TRAINING IN THE ADULT VOCATIONAL SCHOOLS

Liaison was established between the Management Council and the Assistant Superintendent of Schools for Adult Education, Dr. William Johnston. Dr. Johnston expressed the need for closer relationship between industry and the schools to assure that training of the adult disadvantaged would meet the needs of the employers in terms of skills to be developed, level of competence to be achieved and numbers produced in each of the skills designated.

Dr. Johnston assigned a member of his staff to work with the Management Council and the Management Council employed an experienced businessman to serve as liaison with the Department of Education in resolving the training problems. As a consequence, the Board of Education adopted a resolution authorizing and encouraging close liaison with the Management Council and each of the Adult Vocational Schools operating in the disadvantaged areas of the city were contacted. A program of close relationship was developed, moving toward training better adapted to needed skills and toward drawing employers closer to the vocational schools in the recruitment of personnel. (Note attached Resolution adopted by the Board of Education).

NOVEMBER 1966 PROGRESS REPORT

In November 1966 we decided that we should make one final progress check on employment achieved in the South Central City area. This is the 46-square mile riot area within which our effort began.

There was a very special reason why the information would be needed. Governor Reagan, being impressed by the results achieved by the Management Council, had asked its President to accept the responsibility for developing similar programs in other cities throughout the State where minority unemployment problems existed. The President of the Management Council had accepted the assignment with the clear understanding that the effort would continue to be wholly a private enterprise

undertaking not financed by Government. This meant that a substantial sum of additional money would be needed and needed promptly.

It was recognized that to obtain such underwriting from a private resource would require current information on hiring achieved.

Thus on November 11, 1966 a letter was again sent to the Presidents of major employer organizations in the Los Angeles area. The letter requested a specific report on the number hired from the South Central City area and a report form was enclosed for that purpose. The letter this time was sent to 250 corporation presidents or chief executive officers.

201 companies responded. The tabulated result of hirings reported totaled 17,903. This was encouraging indeed! Armed with this welcome information a commitment for an additional \$200,000 underwriting was obtained from a Foundation (anonymous).

ORGANIZATIONAL DEVELOPMENTS

On January 1, 1967 Board memberships from some of our affiliates were changed. Each affiliate organization nominates each year its candidate for membership on the Management Council Board for the ensuing year.

Several additions also were made, permitting representation from additional companies. The 1967 Officers and Directors follow:

President:

H. C. McClellan

Vice Presidents:

Daniel P. Bryant
President, Bekins Van & Storage Company
Chairman of the Board, Los Angeles Chamber of Commerce

Hugo Riemer
President, U. S. Borax & Chemical Corporation
Chairman, Executive Committee, Merchants & Manufacturers Ass'n.

Secretary-Treasurer:

David G. Soash
Executive Vice President, Merchants & Manufacturers Association

Directors:

Louis B. Lundborg
Chairman of the Board, Bank of America N. T. & S. A.

F. Marion Banks
Chairman of the Board, Southern California Gas Company

Dr. Arthur G. Coons
President Emeritus, Occidental College
President, The Coordinating Council, State of California
(Education)

Peter D. Houser
General Representative
Pacific Telephone & Telegraph Company
President, Los Angeles Junior Chamber of Commerce

William H. Fellows
President, Old Colony Paint & Chemical Company
Chairman of the Executive Committee, California Manufacturers
Association

Robert L. Gordon
Executive Vice President, Bank of America N. T. & S. A.
Chairman of the Board, Central City Association

Robert J. Hudecek
Group Vice President, Van de Kamp Coffee Shops
President, Southern California Restaurant Association

John Robert Fluor
President, Fluor Corporation, Ltd.
Chairman, Financial Committee, National Association of
Manufacturers

Harold Quinton
Chairman of the Board
Southern California Edison Company

Harry Mullikin
Vice President & Managing Director, Century Plaza Hotel
President, Southern California Hotel & Motel Association

Rollin Eckis
Executive Vice President, Atlantic Richfield Company
President, Western Oil & Gas Association

Arthur D. Morgan
Vice President & General Manager
Bank of America N. T. & S. A.
President, Industrial Council of the City of Commerce

Louis M. Ream, Jr.
President Richfield Division
Atlantic Richfield Company

Gordon L. Hough
Vice President - Southern California
Pacific Telephone & Telegraph Company

J. Curtis Counts
Vice President - Employee Relations
Douglas Aircraft Company, Inc.

Eugene D. Starkweather
Vice President - Personnel
North American Aviation, Inc.

William Larrabee
Vice President - Industrial Relations
Northrop Corporation

James P. Lydon
Vice President - Industrial Relations
Lockheed Aircraft Corporation

Gene M. Bishop
Division Manager, Insurance Securities Trust Fund, Long Beach
President, Long Beach Chamber of Commerce

Paul E. Iverson
Attorney, Iverson & Hogoboom
President, Los Angeles Chamber of Commerce

Merl R. Felker
Corporate Director Personnel Operations
Douglas Aircraft Company, Inc.
Chairman, Merit Employment Committee, Management Council

Executive Director:

Murray A. Lewis

ADDITIONS TO STAFF

In addition to changes in Board membership, there had been several additions to the staff of the Management Council. By this time we had employed three highly competent full-time secretaries.

Murray Lewis, Executive Director, had long since proven himself to be exceedingly capable and dedicated in our field of activity. His long experience in human relations, his broad acquaintance throughout business and industry, and his close relationship with many departments of government, both national and local, had proven exceedingly helpful in advancing our efforts.

J. M. Wright, former Director of Employment for North American Aviation, had been retained as Administrative Associate. Mr. Wright's qualifications included a thorough knowledge of employment problems within industry as well as an acquaintanceship throughout the personnel offices in this area.

Eldridge W. Reese had been retained for the specific purpose of developing and maintaining a close relationship with education. As has been indicated earlier, there was a serious need of closer relationship between the adult schools and industry. Mr. Reese appeared to be eminently qualified to fill our staff need for this function and by August 1, 1967 his efforts had already proven his competence.

Mr. Reese is the former President of the Greater Iowa Leasing Corporation. He has organized, managed and successfully operated vehicle renting and leasing businesses from coast to coast. At one time he served as General Sales Manager for Reo Motors, Inc.

He attended Tennessee Military Institute and the University of Alabama.

His interest in the relation between industry and education covers a long span of years.

On April 1, 1966 Baltimore Scott became a member of the Management Council staff. He is a brilliant young Negro lawyer who graduated with honors from Occidental College in 1962 and later obtained his law degree from the University of New York.

Mr. Scott was President of the student body at Occidental College in his senior year there. In 1967 he was elected President of the Alumni Association of Jordan High School in the heart of Watts where Mr. Scott was raised. This addition to the Management Council organization has proven exceedingly fortunate in developing needed contact within the South Central City area.

To illustrate how helpful Mr. Scott has been in the work of the Council, he has arranged appearances for the President of the Council before numerous Negro groups as a speaker. Among these have been The Men Of Tomorrow, The 82nd Street Improvement Club (an organization which includes 28 community clubs), the Advisory Board to the Family Savings & Loan Association, and others.

In addition, he has arranged meetings with Hakim Jamal, a Nationalist grass-roots Negro leader, Billy Tidwell (Sons of Watts), with Mr. Thomas Jaquette, an important group leader, with the heads of six of the Negro banking institutions in the curfew area, and with Reverend Joseph Hardwick, one of the more outspoken Negro church leaders of the area. These are but examples. There have been many more contacts arranged which have been helpful.

By this time we had discovered that to be able to communicate effectively with the Negro community in our city it was essential that we have a competent, experienced Negro of stature to help us. Merely being of the Negro race, we found, would not be sufficient. What we needed was a man of ability and initiative who was respected by his own people and who was seriously committed to achieving the goals we sought to reach.

SURVEY BY THE UNIVERSITY OF SOUTHERN CALIFORNIA

From the very beginning the members of the Board of Directors of the Management Council were well aware that the placement of the unemployed is complicated, that employment only begins with hiring. What happens then? How long does the new worker stay? How much does he earn? Is he promoted, fired, discriminated against or merely tolerated until the "persuasion pressure" is off? We would need to know.

Certainly we were not naive enough to believe that the placements we were recording represented a net decrease in unemployment. If a man quit and was re-hired by another firm, he could be counted twice. Furthermore, we knew that some quit or were fired and were not re-hired. We also knew that many of the employers with whom we were working would have hired some of the disadvantaged from the area we were serving without any urging by the Management Council. We were also mindful of the fact that 201 companies reporting did not represent total hirings because we were working with many many more companies directly from our office at the time. Many of these firms were cooperating fully and had, we knew, hired many of the disadvantaged.

Nevertheless, we considered it essential that in order to properly evaluate what was being accomplished answers should be found to the questions that have been posed. Therefore, early in 1966, shortly after the Management Council was organized, a contract was entered into with the University of Southern California to survey the newly employed from the South Central City area to find the answers. A substantial sum was paid to the University to make this study possible and was paid out of the funds of the Management Council.

The study was conducted by the Research Department of the School of Business Administration. A random selection from those first hired, men and women, was made from the records of the California Employment Service office in the heart of Watts. Those chosen represented employees of 59 different companies. All were Negroes.

Beginning ten months after hiring took place and ending fourteen months thereafter, interviews were conducted with those whose names had been selected. These interviews were conducted with those whose names had been selected. These interviews were conducted at night in the homes of the employees by professional Negro personnel people hired on a part-time basis from the California Employment Service by the University. In addition, employers were interviewed as well as personnel officers. Some of these interviews were conducted by students at the University. A review of the study is encouraging. In summary, it revealed the following: (1) Two-thirds of those first hired and traced were still employed by the same company. (2) Average rate of pay, including women, was \$2.75 per hour. (3) Most workers said it was the best job they ever had. (90% said the job was different from any they had ever had before). (4) 30% had moved into better homes during the period covered by the University of Southern California survey. (Most of these had actually moved out of the area). (5) Not one of the Negroes interviewed who had terminated reported he left the job because of discrimination. (6) Of the one-third who left the initial job, half had found another job at higher pay and were working. (Most of these were in the \$2.00 per hour or less initial starting rate).

PUBLIC RELATIONS

As noted earlier in this document, it never was the plan of the Management Council to seek publicity. No press release has ever been issued by the Council. It has been our intention to let results speak for themselves and it has also been our hope that industry, not the Management Council, would receive credit for whatever progress was made by hiring the disadvantaged.

Nevertheless, considerable publicity has resulted from our activity starting with the newspaper coverage given a speech made by the Management Council President early in 1966 before the Los Angeles Rotary Club during which a progress report on hiring was given. The news media have since constantly sought progress information on our work.

Somewhat to our surprise, however, when numbers hired have been reported, the figures have frequently been challenged either by residents of the South Central City area or by politicians or others who, for whatever reason, have discounted the achievements of industry. Without exception, challenges made have occurred without any effort being made to contact the Management Council office to find what the basis was for reports given. Management Council representatives have always made clear that numbers of those hired do not indicate net changes in employment for the reasons earlier stated. Because of this difficulty in communication and because the disadvantaged unemployed generally are suspicious and hard to convince, (with considerable justification based upon past promises made and not kept) the Management Council elected not to release the results of the November 11 hiring survey. While it was essential that the information be obtained in order that Foundations whom we were approaching for funds would have solid indication of the progress we were making, we felt it would be a mistake to announce the number hired publicly.

It so happened, however, that almost on the same day that the results of the November 1966 hiring survey were obtained the report from the University of Southern California on what happened to the Negroes first hired reached our office.

When it was learned by the press that these two reports were in hand we were hard pressed for specific information from the reporters. They wanted to know about both reports. It had not been our intention to release either one. Our studies had been made simply to enable us to evaluate our progress for our own benefit and to attract financial support. The most persuasive argument toward releasing the information was that to deny access to it would give rise to even worse misinterpretation than releasing it. Even so, when the reporters came to our office and were briefed, we did our utmost to make clear that placements recorded did not represent net decreases in unemployment; that new hirings never did; some hirees later quit or were dismissed; others changed jobs and were counted twice. Furthermore, we declared some hiring would have been done outside the efforts of the Management Council. Our comments were well covered in the news, including our statement that we were reluctant to release the data because they might be misunderstood.

From the very beginning it has been somewhat discouraging to us to find that the actual success achieved by the efforts of the Management Council, and particularly by industry, has been so little understood among the very people who are the beneficiaries. The degree of disbelief and unwillingness to accept the simple truth, even when clear evidence was available, came to us as a surprise. The "credibility gap" between what had actually been accomplished by the Management Council and what was believed by the Negro community was obvious. As a paradox, while this disbelief continued, recognition of our efforts by the public generally was more than generous.

The Management Council has been the recipient of not less than fourteen Awards, three of them national, since its operations were begun. Newspapers all over this nation have hailed the effort and the achievements as being progressive and noteworthy. The Governors of several other states have taken the trouble to telephone personally to extend good wishes and to discuss methods of operations of the Council. Yet within the Negro community particularly it has been hard to achieve a level of confidence which would result in the maximum progress obtainable.

After two years' experience, however, we have concluded that there is ample justification for both doubt and suspicion. The many promises of the past which have been made and not kept, the long experience of denial, frustration and discrimination, have created an atmosphere which simply cannot be overcome overnight. Fortunately, we believe real progress is gradually being made through improved communication and by permanent employment accomplished.

ACTIVITY OF THE MERIT EMPLOYMENT COMMITTEE

The Merit Employment Committee of the Management Council, mentioned earlier in this document, is made up of professional personnel officers among major employers. Organized under the leadership of Merl Felker, Director of Employment for Douglas Aircraft Company, the Committee established a 15-member Steering Committee and developed direct contact with approximately 200 of the personnel officers among major employers. Regular meetings are conducted and approximately once each month the Steering Committee of this group meets with officers of the Management Council for breakfast. This permits good communication.

The achievements of the Merit Employment Committee are outstanding. They have been, in a sense, the action committee of the Management Council. The Committee has functioned in a variety of ways, some of which follow.

The Committee produced a document entitled "YOU TOO CAN BE A WINNER." This document, produced in cooperation with the "Plans For Progress", a nationally-sponsored effort in which many major corporations across the United States have joined, is a pictorial brochure depicting the success of numerous minority group workers in industry at various levels of employment. It is a true success story publication and is very persuasive. More than 75,000 copies of this document have been circulated among the disadvantaged for purposes of motivation and encouragement. It has proven an excellent tool.

The Merit Employment Committee steering group has visited many of the Skill Centers, vocational schools, and employment offices for purposes of counseling, evaluating and coaching those engaged in the effort, thus to enable them to serve with maximum success. Such contacts, made by these experienced personnel officers, have proven invaluable to all concerned.

Educational seminars have been conducted for personnel people; high schools in disadvantaged areas have been served, particularly those concerned with vocational training and preparation for employment in business and industry.

As an example of the outstanding service performed, in early 1967 the Merit Employment Committee arranged for nearly 300 successful Mexican-American and Negro workers to be excused from their jobs for half a day with pay. They were transported by company buses to two high schools, one (Garfield) in the Mexican-American community, the other (Jordan) in the South Central City Negro community. The workers appeared in pairs in the class rooms to talk with the students. During that day 6,000 minority students were told by successful minority workers in industry why education pays.

RECRUITMENT OF ADDITIONAL EMPLOYER COOPERATION

In mid-1967 the Management Council again sought to expand the number of employer organizations working directly with the Management Council in recruitment from the disadvantaged areas of the community. By this time the effort had been broadened to include not only the South Central City but East Los Angeles (the primary Mexican-American area), Pacoima and elsewhere. 1,000 corporation presidents and chief executive officers were invited to attend meetings (similar to the first held in August 1965) in the auditorium of the Chamber of Commerce of Los Angeles. Several hundred attended. They were given precisely the same information and encouragement to participate in the job opportunity program as those first addressed.

The responses, too, were the same. Cooperation was assured. Personnel men were contacted and communication has continued. Through this method contact has now been established with 1267 companies directly from the Management Council office in Los Angeles. In addition, there are no less than 2,000 employers who have been "motivated" independently by affiliated employer organizations listed in this document.

One of the employer enlistment meetings was scheduled in the Chamber of Commerce auditorium on the same day that Assistant Secretary of Labor Stanley Ruttenberg would be visiting the offices of the Management Council. Mr. Ruttenberg is National Chairman of the Manpower Committee in Washington, D. C.

Mr. Ruttenberg was invited to attend the meeting of employers and to hear our presentation. He was there. During this meeting more than 100 employers committed themselves to cooperate in the recruitment of the disadvantaged. Assistant Secretary Ruttenberg was impressed.

Following the meeting, Mr. Ruttenberg was taken on a tour of skill centers and adult vocational schools in the South Central City area. Full discussion took place with him and his Deputy, Mr. Frank Borda. You will find attached hereto a copy of a letter from Mr. Ruttenberg indicating his general evaluation of our program.

THE STATEWIDE EFFORT

It was mentioned earlier that Governor Reagan had requested the President of the Management Council to serve as Statewide Coordinator for the development of training and job opportunity for the disadvantaged. It was also mentioned that Mr. McClellan had accepted this responsibility with the understanding that such activities as resulted would be privately supported and wholly without government subsidy.

This invitation was not immediately accepted by Mr. McClellan, however. Lieutenant Governor Robert Finch and Mr. McClellan met for breakfast on four different occasions to discuss the possibilities of such an arrangement and to explore means by which real progress might be achieved by such a plan. The Lieutenant Governor was very persuasive and succeeded in enlisting Mr. McClellan into the program because it seemed both to him and to Mr. McClellan that the Governor was right in seeking statewide participation by industry on some sound plan.

The effort made to develop industry programs in key cities of the State has resulted in the formation of a Management Council in San Diego, a Bay Area Management Council in San Francisco, a Management Council for the Monterey Peninsula, as well as some efforts by industry in the San Fernando Valley, in Sacramento, and in the Riverside, Colton and San Bernardino communities.

The Bay Area Management Council has been formed under the chairmanship of Mr. Reed Hunt, Chairman of the Board, Crown Zellerbach Company, of San Francisco. Structured similarly to the Los Angeles Council, the program contemplated is almost identical. As of this date, two meetings have been held with attendance of in excess of 100 principal officers of major corporations each time. These meetings were held for the purpose of motivating employers into positive action in cooperation with the California Employment Service. Both were highly successful. Other such meetings are planned.

In addition, the Lockheed Missiles and Space Corporation of Sunnyvale has conducted a management meeting (dinner) which was attended by approximately 650 company managers. This meeting was addressed by the President of the Company and by the President of the Management Council of Los Angeles, this time appearing in the role of Statewide Coordinator for the development of training and job opportunity for the disadvantaged.

The meeting was directed solely toward the purpose of recruitment and placement of qualified candidates from the ranks of the disadvantaged unemployed in the area. This meeting also was highly successful.

Initial financing for the Bay Area Management Council has been accomplished.

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U. S. DEPARTMENT OF LABOR

Office of the Assistant Secretary

Washington, D. C. 20210

Assistant Secretary
and
Manpower Administrator

May 25, 1967

Mr. H. C. McClellan
Chairman of the Board
Old Colony Paint & Chemical Company
Box 2176, Terminal Annex
Los Angeles, California 90054

Dear Chad:

I want to take just a moment to tell you how very much Frank Borda and I enjoyed our visit with you in Los Angeles last week. To say that we were impressed by the efforts you and your capable staff are making in the area of job development would be an understatement. I want to expand just a bit on the statement made by one of your speakers at last week's meeting that "the State of California would be much better off if there were a Chad McClellan in every one of its major cities." Let me say that if we had a person with your drive, dedication, and capacity to "get things done" in every major city in the United States, we would be much further advanced in the manpower area.

We completely and fully share your concern that no employer should be approached and asked (for whatever reason) to accept an unqualified person for a job. I fully agree with you that while this may have some short term success, it is not the answer to the long term problem that we all face. In keeping with this philosophy, I have instructed Mr. Leonard Hardie, my representative in Los Angeles, to take the following steps with respect to the concentrated employment problem in your city:

1. The Instant Job concept is to be totally eliminated. We do not feel that this approach will serve any meaningful or useful purpose in furthering the objectives of the program.
2. The proposal must be amended to include language that will prohibit the referral of unqualified participants to employers. While job

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referral will be the responsibility of the California State Employment Service, all agencies associated with this program must be fully aware of and adhere to this principle.

3. The on-the-job training component of the program must be revised to provide literacy or basic education to all OJT trainees. Basic education will be provided at the existing Skill Centers in each of the target areas. This, of course, would mean that additional funds would be diverted to the Skill Centers for this purpose.

Len Hardie conveyed the above three points to Mr. Maldonado and Mr. Morgan by letter on May 19. We have had a subsequent discussion with Mr. Maldonado and he has agreed to amend the Los Angeles proposal in accordance with the above points.

Let me state once again what a great pleasure and privilege it was to meet with you and your staff and how very much we were impressed by your sincere efforts on behalf of the disadvantaged people of California. If I can be of further assistance to you in any way, please do not hesitate to call on me.

My kindest personal regards.

Sincerely,

/s/

Stanley H. Ruttenberg
Assistant Secretary and
Manpower Administrator

The Officers and Directors of the Bay Area Management Council are listed hereafter.

President:

Francis M. Barnes
Vice President (on leave) Crown Zellerbach Corporation
San Francisco

Executive Vice President:

Arthur L. Fine
Assistant to the President (on leave) Lockheed Missiles &
Space Corporation, Sunnyvale

Directors:

Reed O. Hunt, Chairman
Chairman of the Board and Chief Executive Officer
Crown Zellerbach Corporation, San Francisco

R. Gwin Follis
Former Chairman of the Board, Standard Oil Company
of California, San Francisco

Robert H. Gerdes
Chairman of the Board
Pacific Gas & Electric Company, San Francisco

Walter Haas, Jr.
President, Levi Strauss & Company, San Francisco

James M. Hait
Chairman of the Board, FMC Corporation, San Jose

R. A. Hornby
President, Pacific Lighting Corporation, San Francisco

Edgar F. Kaiser
President, Kaiser Industries, Inc., Oakland

William F. Knowland
President and Publisher, The Oakland Tribune, Oakland
President, Oakland Chamber of Commerce

Lewis H. Butler
Attorney, Butler & McCloskey, San Francisco

Cyril Magnin
President, Joseph Magnin Company, San Francisco
President, San Francisco Chamber of Commerce

H. C. McClellan
President, The Management Council, Los Angeles
State Coordinator of Employment & Training Opportunities

Otto N. Miller
Chairman of the Board, Standard Oil Company
of California, San Francisco

David Packard
Chairman of the Board
Hewlett Packard Company, Palo Alto

R. A. Peterson, President
Bank of America, San Francisco

William E. Roberts
President, Ampex Corporation, Redwood City
Chairman, Bay Area Council

L. Eugene Root, President
Lockheed Missiles & Space Co., Sunnyvale

D. J. Russell, Chairman of the Board
Southern Pacific Company, San Francisco

E. H. Wasson, President
The Pacific Telephone & Telegraph Company, San Francisco

The San Diego Management Council has been formed and financed through 1968. The Executive Vice President has been employed and went to work on August first. He will be in Los Angeles for a briefing within a few days. While the full list of Directors has yet to be chosen in San Diego, a leadership committee has been formed and the directorship will be put together soon.

The Management Council of Monterey also is operating. There are fewer employers in this area, but 91 attended the initial meeting at which the program was launched. This meeting was addressed by the President of the Management Council of Los Angeles and by the chairman of the leadership committee in Monterey, the Honorable John Westland, former United States Congressman. Currently the leadership committee meets once each week in the development of their job opportunity program.

At the present time, the Los Angeles Management Council is funded for 1967 and most of 1968. Some additional underwriting will be sought soon, but no great problem is anticipated in raising the balance needed to cover the next calendar year. No funds will be sought from employer organizations.

The total funds raised by the Los Angeles Management Council thus far are \$338,000.00. The Management Council's books are audited regularly by Ernst & Ernst (services contributed without fee). (Several thousand dollars in additional funds have been raised by the Council for special purposes not directly related to the Management Council's operating activities).

EXTRA ACTIVITIES

While it has been the policy of the Management Council from the very beginning to concentrate on providing job opportunities for the disadvantaged, there have been developments which seem to justify our participation in projects not directly related to employment. Here are some examples.

1. Banks and Savings and Loan Associations.

Some weeks ago it was learned that six financial institutions (all Negro) in the South Central City were jointly making contact with the presidents of major industrial corporations in this area. Letters were sent in this connection over the signature of one of our Negro Assemblymen who sought an appointment to discuss a "financial matter".

At the suggestion of several of the companies, contact was made by the Management Council with the Assemblyman and the leaders of the financial organizations involved. This resulted in a meeting of the Assemblyman and the leaders of the financial organizations with Mr. McClellan, the President of the Management Council. It was learned that the objective sought by the Negro bankers was to persuade industry to make deposits in the six banking establishments. They presented a good story.

The idea was that they and only they were willing to make the kinds of loans that were needed to rehabilitate the area in the South Central City East of the freeway where rebuilding and repair were most needed. It was their contention that following the riots their deposits were depleted to the point where they were no longer able to make the kinds of loans needed. On the other hand, they expressed willingness to make the loans if deposits were obtained, explaining that each of the firms was in sound financial condition, willing to make loans and had an ample supply of applications if only deposits could be obtained.

The first meeting resulted in some revisions in the presentation to make it more convincing, based on more adequate evidence of both the purpose and obtainable results. Following this, a meeting was arranged which was attended by 17 finance officers of major industrial firms, together with a committee from the Negro financial institutions.

The meeting was sponsored by the President of the Management Council and the President of the Los Angeles Chamber of Commerce. It was made clear that neither the Council nor the Chamber was requesting that industry withdraw funds from other banks and make deposits in the Negro banks; it merely was the role of the Council and the Chamber to provide a forum in which the Negro bankers could state their case. This was done.

Several of the companies represented promptly committed to make deposits in each of the six financial institutions seeking his cooperation. Up to this time we have not received a report on the amount of money actually deposited; we do know that at least one corporation has deposited \$15,000 in each of the six financial institutions. More deposits are expected and probably many have already been made. Another meeting is scheduled for September, which will include another group of major corporations. More than \$400,000 was promptly deposited by those in attendance at the first meeting.

2. Project H. O. P. E.

Two months ago it was brought to the attention of the Management Council that an effort was being made by a group of Negro clergy and others to stimulate pride and area redevelopment interest among the residents of our South Central City area. We received a telephone call from a Reverend Joseph Hardwick explaining that a part of their plan was to paint 200 houses in the area and that to achieve this, donations of paint would be solicited.

After several conferences it was recommended by the Management Council that the "Watts Paint-Up" plan be revised. It was recommended that 100 houses be painted - not 200. It was recommended that these houses be located within one square mile in Watts in order to increase the impact of the effort upon the community. It was recommended that only two houses be painted in each block, hoping that others would follow the lead of their neighbors. It was recommended that the paint industry be involved to the extent that technical cooperation might be extended, that a limited number of colors be provided in order to ease the selection problem, and that a special label be developed specifically for the project with one manufacturer producing all of the paint in order to avoid technical troubles with different kinds of paint and a variety of colors and labels adding to the confusion. The directors of Project H. O. P. E. unanimously approved the idea.

The Management Council then recommended that, in addition to the paint industry, which had not yet been enlisted, the Los Angeles Beautiful organization should also be invited to participate through providing trees and shrubs for purposes of landscaping and that the Los Angeles Chamber of Commerce and the Watts Chamber of Commerce be invited to co-sponsor. This also was approved.

The Management Council thereupon met with a top committee of the Los Angeles Paint, Varnish & Lacquer Association, requested the donation of 900 gallons of paint (as outlined above), offering to provide financial support in the amount of \$1,000.00 if the industry would cooperate. It was furthermore requested that the paint industry obtain from the manufacturers of such articles paint brushes and paint rollers to be given to each of the homeowners who would be painting their houses.

The Chamber of Commerce agreed to co-sponsor. Los Angeles Beautiful, provided 100 six-foot trees and 100 sizable shrubs. The paint industry with the modest financial support from the Management Council, delivered 900 gallons of first-quality paint under Project H. O. P. E. labels, together with 100 paint brushes and 100 paint rollers.

100 homeowners were signed up by contract within the time prescribed. Project H. O. P. E. also obtained a commitment for \$1,000.00 worth of food products from other sources to be given out as first prize to the homeowner who did the best job of repainting and landscaping.

3. Watts Summer Festival

On the anniversary week of the Watts riots, which occurred in August 1965, the South Central City area sponsored the WATTS SUMMER FESTIVAL. A prime leader in this project was to be Billy Joe Tidwell, leader of the Sons of Watts Improvement Association. Working closely with him would be Baltimore Scott, an associate in the Management Council offices, Mr. Scott also serving as President of the Alumni Association of Jordan High School in the Watts area.

The Watts Summer Festival was to be a major project. In 1966 this event was highly successful and undoubtedly was, in part, responsible for the fact that little trouble occurred in the area at that time. This year, with all the difficulties in Detroit, Newark and elsewhere which had occurred just prior to the time scheduled for the Festival and with the appearance here of some of the leading Negro militant complainers, we faced the month of August with apprehension.

The Management Council, joining with Baltimore Scott in his efforts, tried to be helpful. Certainly the effort made by Mr. Scott himself, which called upon his almost full-time services for more than one month, proved valuable. The Council, among other things, paid for special colorful jackets worn by each of the Sons of Watts who were commissioned to help "keep the cool" during the entire week that the Festival was to be in operation. These jackets cost \$2,600.00.

The Watts Summer Festival has now been completed. It was highly successful. The parades, festivities, exhibits and entertainment exceeded by far the achievements of 1966 and there was no trouble. This in spite of the fact that Rap Brown, Chairman of the Students Non-Violent Coordinating Committee, was on hand and made one of his more violent speeches. His call was not heeded.

There were many, many organizations and individuals who contributed to the success of the Festival. The Mayor himself appeared on several occasions, was well received and conducted himself exceedingly well. The Police Department cooperated fully and there were no incidents of note. It is the judgment of the Management Council that the Watts Summer Festival was without doubt a major factor in relieving the tensions which might well have resulted in serious trouble. The Management Council did its share.

These are but a few examples of work performed behind the scenes by the Management Council which are somewhat unrelated to our primary program.

CONCLUSION

We in the Management Council sincerely believe that important progress has been made in dealing with the problems of the disadvantaged unemployed in our State. The problem has not been resolved nor will it be very soon.

Obviously, with the flow of 150,000 new citizens annually into Los Angeles County alone, many of them Negro, we cannot overnight eliminate unemployment here. Furthermore, the problems that cause higher unemployment among the minority groups have not themselves been resolved nor will they be resolved quickly. Training is required, attitudinal adjustments will be needed and this will take time and cooperation from all of us.

The dimensions of the problem of improving the lot of the disadvantaged in our nation are great indeed. There is no instant remedy. This is not a task for industry alone any more than it is a task for the Negroes and Mexican-Americans and the others to solve all by themselves. This is not something which can be resolved on a partisan basis - Republicans against Democrats - or one group against another. If we would succeed in making maximum progress we must face the necessity for a joining of forces between all elements of government, business and industry, education, the church, the labor unions and the minority groups themselves whose own deficiencies in many instances must be remedied as the effort continues. There is no place for petty partisanship or selfish advantage in this entire program.

President Lincoln freed the slaves by proclamation 105 years ago, but he could not free the Negroes completely. Human prejudice has been too strong, too deeply imbedded in the American mind.

Americans have achieved more for the individual citizens than has any other country. Emigrants have come to our shores for centuries, seeking and finding escape from oppression. Many at first had a hard time. Many didn't know the language, our customs, our way of life. They came without substance and found little here to sustain them. Yet, for the most part, things changed in a generation or two. The language was learned, opportunities of many kinds appeared and their sons and daughters moved into the main stream of American life.

But for the Negroes it has been different. They have been denied the escape others have found. Out of sheer prejudice, they have been denied the one basic value more accountable than any other for the success of the American system. They have been denied an equal chance. As a consequence, Negroes have lacked the initiative that springs from opportunity and incentive. Substituted instead are hopelessness, frustration, bitterness, even hatred, to a degree not fully realized by most Americans.

We are proud of industry's effort to carry its share in proper remedy. Much has been accomplished, but this is no task for industry alone. Every element in our society must contribute constructively toward improvement. This includes all levels of government, the church, labor, our schools and colleges and especially the Negroes themselves. Their deficiencies in education and attitude especially need correcting. Racial equality cannot be created by passing a law or ordinance, any more than it can be achieved by waving a wand.

Equality has two parts -- the one as important as the other -- to be meaningful. On one side, the individual needs initiative, competence, a sense of responsibility and general good citizenship. These must be matched on society's part by opportunity, incentive and rewards for those who achieve.

We believe all Americans have a right to expect equality of opportunity, the right to be judged for what they are, what they stand for, what they can do, and not by the mere color of the skin. Let freedom ring for all Americans!

#

Department of Employment
CALIFORNIA STATE EMPLOYMENT SERVICE

1525 S. Broadway
Los Angeles 15, Calif.
October 29, 1965

H. C. McClellan, Chairman
President's Committee on Rehabilitation
Los Angeles Chamber of Commerce
404 South Bixel Street
Los Angeles, California

Dear Mr. McClellan:

As a result of the special project, your leadership and personal letters, and the follow-up by Mr. Murray Lewis, our Watts local office has been contacted by 53 companies. Of these 53 companies, 45 have visited the office and have been involved in the positive recruitment program. They have either reviewed applications or interviewed applicants. The remaining eight companies have promised to come in when job openings occur in their respective firms.

Employers have given enthusiastic support to the program, and some have adjusted their job requirements to accommodate the available applicant supply.

The program has proven most effective, not only from a placement standpoint, but also because the employers are becoming increasingly aware of the complex problems and needs of a poverty area.

May I take this opportunity to express, on behalf of the California State Employment Service, my deep appreciation for your tireless efforts and the promise of substantial and increasingly effective results in the future.

Very truly yours,

(signed)

Arthur Morgan, Area Manager
Los Angeles Metropolitan Area

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LOCKHEED AIRCRAFT CORPORATION

Burbank, California 91503

July 28, 1967

Dear Chad:

Mr. Courtlandt Gross forwarded to me your recent report on the results of the work of the Management Council. As you requested, it has been made available to all of our Industrial Relations people who participated in the Los Angeles program and I have passed on to them your kind commendation.

We are all very grateful to you for your strong leadership and personal efforts in establishing the Council and gaining such wide support of Los Angeles business and industry. This is an outstanding example of community cooperation and we are happy to have been a part of it.

We also appreciate very much your speaking at the Lockheed Missiles and Space Company Management Dinner last week. Gene Root reported to me that you had an enthusiastic reception to your address.

Thank you for keeping us informed on the progress of the Los Angeles program and we want to assure you of our continued support.

Sincerely,

(signed)

Dan
D. J. Haughton
Chairman of the Board

Mr. H. C. McClellan, President
The Management Council
404 South Bixel Street
Los Angeles, California 90054

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NORTHROP CORPORATION

Northrop Building
Beverly Hills, California

Office of the
President and Chairman

13 June 1967

Mr. H. C. McClellan, President
The Management Council
Chamber of Commerce Building
404 South Bixel Street
Los Angeles, California 90054

Dear Chad:

I was very pleased to receive your letter of 8 June and to learn some of the detailed results of the efforts by industry and your Council in providing job opportunities for the disadvantaged. Bill Larrabee has been keeping me generally informed of the accomplishments that have been achieved; but, I was interested in seeing the statistics for the various aspects of the program.

I think a remarkable job has been done and you and your people of The Management Council are to be congratulated. Probably the best measure of your success is that similar programs have been initiated in other communities.

We have, as you know, worked closely with officials from the Federal Government as well as those on the community level, to develop and to implement viable job opportunity programs. It would appear that in all of these programs the most essential ingredient is a training approach that will qualify the individual for placement in a regular job in industry. Consequently, I was pleased to learn how successful your training program has been in preparing the disadvantaged for industrial employment.

I am sending a copy of your letter to Bill Larrabee and will see that our personnel people are aware of your complimentary remarks concerning Northrop's cooperation in the job opportunities program.

Sincerely,

(signed)

Tom

Thomas V. Jones

C
O
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Y

HOGUE, FENTON, JONES & APPEL

Law Offices

Monterey, California 93940

977 Pacific Street

May 3, 1967

Mr. H. C. McClellan
The Management Council
Chamber of Commerce Bldg-404 S. Bixel St.
Los Angeles, California 90054

Dear Chad:

I don't know how to express the appreciation that we all feel for the assistance which you have provided in helping us solve some of our local problems.

Lee Toler came back from Los Angeles so inspired and enthusiastic about what he had seen that there will be no holding him down.

I hope that you saw Baltimore's letter to me, reporting on his brief trip to the Peninsula. Needless to say, I was overwhelmed by his ability to analyze the local situation and come up with such excellent ideas in a visit that lasted less than 24 hours. He is obviously an outstanding person with exceptional ability to work with this problem.

Needless to say, everyone locally appreciates what you have done in helping us get something under way here.

I hope to be in touch with you in the next couple of weeks regarding the progress of the employers' group.

Thank you again for your help. Best personal regards.

Yours very truly,

(signed)

Charles Page
Charles H. Page

enc. cop. letter
of 5/3 to Scott

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BOARD OF EDUCATION RESOLUTION

The Reverend Mr. Jones read the following Resolution:

WHEREAS, In this period of expanding employment high rates of unemployment persist among non-white, out-of-school youth, and other groups with special problems or needs, and

WHEREAS, There is a need for measures to upgrade the efficiency and improve the flexibility of the labor force and to identify and effectively serve individuals in this group by suitable training and retraining and the matching of skills with top job opportunities, and

WHEREAS, The need will result in closer relationships between schools, California State Employment Service, and Management Council for Merit Employment through a cooperative program to include training in the school system's adult schools, the screening, referral, and placement services of the California State Employment Service, and the job finding programs of the Management Council for Merit Employment, and

WHEREAS, The Management Council for Merit Employment as an outgrowth of the Los Angeles Chamber of Commerce Rehabilitation Committee will provide industry liaison with the adult schools and 3,400 cooperating business and industrial leaders under the capable leadership of Mr. H. C. "Chad" McClellan, President of the Council, Mr. Murray Lewis, Executive Director, and Mr. Eldridge Reese, Field Representative, and

WHEREAS, Employment opportunities for adult students will be further enhanced by the California State Employment Service through the able leadership of Mr. Arthur Morgan, Los Angeles Area Manpower Administrator, and Mrs. Gertrude Harwood, Chief of Staff Services, and

WHEREAS, The adult schools will continually adjust their occupational curriculum upon the advice and counsel of the California State Employment Service and the Management Council for Merit Employment, and

WHEREAS, These cooperative procedures will not only increase the efficiency of occupational training, but will also increase the likelihood of immediate job placement of graduating students; therefore, be it RESOLVED, That the Los Angeles Board of Education endorses the need to provide every possible assistance to the Management Council for Merit Employment and the California State Employment Service in a cooperative effort to improve the job training and job placement opportunities for unemployed adults.

The Reverend Mr. Jones thereupon moved: THAT the above Resolution be adopted.

Said motion was seconded by Mrs. Hardy, and on roll call was carried unanimously. 5 ayes.

Min., Reg. Mtg.
Unified & J. C.

6-29-1967
4:20 p. m.

HARRISON GRAY OTIS, 1881-1917

HARRY CHANDLER, 1917-1944

NORMAN CHANDLER
Chairman & Chief Executive, Times Mirror Company

OTIS CHANDLER
Publisher

NICK B. WILLIAMS
Editor

ROBERT D. NELSON
Vice-President & General Manager

FRANK HAVEN
Managing Editor

JAMES BELLOWES
Associate Editor

JAMES BASSETT
Director, Editorial Pages

4—Part II THURSDAY MORNING, DECEMBER 29, 1966

★

TIMES EDITORIALS

New Jobs and New Hope

California's incoming and outgoing governors agreed on at least one point during the recent campaign: far more must be done to help the disadvantaged move from welfare rolls to payrolls.

The co-existence of unemployment and labor scarcity throughout the state obviously calls for new efforts in job location and training for poverty area residents willing to work.

Gov.-elect Ronald Reagan was particularly impressed with the highly successful Los Angeles campaign enlisting business and industry in the development of thousands of job opportunities. The prime mover, industrialist H. C. (Chad) McClellan, said that co-operation of private companies with public agencies was the all-important factor.

It therefore came as no surprise this week when Reagan named McClellan to direct a state-wide effort based upon the Los Angeles partnership of industry and government.

Initially, the new program will be aimed at easing joblessness in so-called unemployment "hot spots" — San Francisco, Oakland and Central Valley areas.

Appointment of McClellan drew praise from Daniel Luevano, regional director of the Office of Economic Opportunity, and Assemblyman Mervyn M. Dymally (D-Los Angeles), state senator-elect from the Watts area. Gov.-elect Reagan, Dymally said, demonstrated "he recognizes that the basic problem of the ghetto is jobs."

It should be emphasized that what is planned represents only the first phase of an over-all solution, which ultimately

would include rehabilitation and job training programs and the creation of new jobs.

Both McClellan and Reagan stressed that the immediate goal is matching the unemployed with available jobs through the joint efforts of industry and government agencies. "We are not really creating jobs at all," said McClellan. "There are a great many jobs going unfilled."

He noted that "We've not solved the problem in Watts, but we've cut by half the number of unemployed compared with a year ago."

The more difficult, more expensive challenge is training the remainder of those able and willing to work. Some must be taught to read and write before learning even basic skills. Such "pre-vocational" training is now incorporated in the five skills centers set up in the state, while a variety of other programs attempt to prepare poverty area residents for employment.

Even expanded training programs constitute only part of the over-all war on poverty that must be waged in Los Angeles and every other urban area. Just as the private sector of the community has become involved in finding jobs for the disadvantaged so must it give new support to all other essential anti-poverty programs.

All such efforts demand the spending of time and money by both the public and private sectors. It is an eminently worthwhile investment, for as the welfare recipient achieves the dignity of productive employment, he also ceases to be a ward of the taxpayers.

Saving public funds will be a significant result of the new program, but far more important will be the salvaging of individual lives.

THE MANAGEMENT COUNCIL
FOR
MERIT EMPLOYMENT, TRAINING & RESEARCH

August 15, 1967

PART II

OUTLINE OF ACTIVITIES
AND
RECOMMENDED PROCEDURES FOR
CHAMBERS OF COMMERCE AFFILIATED WITH
THE MANAGEMENT COUNCIL FOR
MERIT EMPLOYMENT, TRAINING AND RESEARCH

Chamber of Commerce Building
404 South Bixel Street
Los Angeles, California 90054
Phone: 481-7246

I. BACKGROUND

The war on poverty has many facets. The problem is immense. This fact is clearly recognized by the Management Council For Merit Employment, Training & Research.

Fundamentally, there are two parts to the poverty program, each of which is important, although each is different from the other. Part I has to do with welfare. We believe that any nation should see to it that the poverty stricken should be cared for by society to the extent that none go hungry, unclothed, or without shelter. Charity should be participated in by all who can afford it and welfare should be the concern of all of the people. Provision for the needy should be generous. In the ordinary sense, however, welfare programs, like simple charity, tend merely to accommodate the poor, making their unfortunate circumstances more bearable by making the recipients of charity more comfortable.

Desirable as welfare programs are, and generous as they must be, more than mere charity is needed if poverty is to be significantly reduced. Thus the second part of the poverty program should concern itself with the means of escape; the means by which those in need can permanently remove themselves from the disadvantaged category.

It is to the "escape" part of the poverty program that the Management Council addresses itself. While we certainly consider that we are a part of the war on poverty, ours is not a welfare plan nor is it charity.

The Management Council was organized to help the disadvantaged help themselves. They welcome this approach. Our experience has convinced us that almost without exception, the disadvantaged, who are in this area made up principally of Negroes and Mexican-Americans, would far rather hold a respectable job and earn a living, than to subsist on welfare payments of any kind. We have also learned that, given opportunity, incentive and a reasonable amount of encouragement, the disadvantaged will respond and perform productively and with good results. (See the survey of those placed in industry conducted by the University of Southern California attached hereto. Additional copies available on request).

For those who need pre-job training (there are many in this category), training is now available in numerous areas of our community. There are five skill centers and eight adult vocational schools in the disadvantaged areas of Los Angeles.

Once the disadvantaged unemployed learn that a reasonable amount of pre-job training results in their getting a job opportunity, training is readily accepted. A year ago, some reluctance was displayed to accept training in the skill centers; there is now a long waiting list, simply because most of those graduating have been and are being placed in meaningful jobs.

The Management Council works in direct relationship with 1267 employer firms and this list is being expanded. In addition, there are numerous Chambers of Commerce within the metropolitan Los Angeles area which have large employer memberships. Their member relationships provide an excellent opportunity for these employer organizations to be effective in the development of job opportunities in specific areas in which they are located.

It is for these reasons that the Management Council has found it desirable to establish affiliation with Chambers of Commerce in the area. We believe that through this arrangement, the job opportunity program can best be expanded to the benefit of the total community. Thousands of additional employers can be enlisted through cooperation of affiliates.

II. OBJECTIVES

The function of the Management Council is simple indeed. In order to be effective to the maximum in its work, we believe that it is essential that the function be limited to one simple purpose - providing job opportunities for the disadvantaged.

The fundamental objective of the Management Council is to place qualified job applicants from the disadvantaged areas of our community in appropriate contact with employers needing workers.

In addition, it is an objective of the Management Council to arrange, if possible, such pre-job training as may be necessary to enable the job applicants from the disadvantaged areas to meet minimum job entry requirements.

The Management Council serves as a catalyst in bringing together employers and the disadvantaged unemployed. The Management Council also serves as a coordinator to insure that the many agencies and organizations which are earnestly trying to be helpful work in full cooperation rather than at cross purposes, one with another.

A major function of the Management Council is to encourage employers to reach into the disadvantaged areas for the purpose of recruiting qualified disadvantaged unemployed to fill open jobs.

III. THE AFFILIATION PLAN

The relationship between the Management Council For Merit Employment, Training and Research and a Chamber of Commerce with which an affiliation is established is as follows:

The Management Council serves as a resource, providing specific information obtained through investigation, survey and experience which can be useful to the cooperating Chamber of Commerce.

Included in the information provided are: recommended general job development operating procedures based on Management Council experience, statistical information on unemployment, information concerning industry's needs in job categories, information concerning availability of pre-job training and information on job referral agencies where job applicants can be discovered, interviewed and hired.

The Merit Employment Committee of the Management Council, operating under the leadership of Merl Felker (the Director of Employment, Douglas Aircraft) and made up of top personnel officers in leading cooperating companies, serves as a highly successful element in our whole program. The Committee works directly with personnel officers in almost all phases of our action program. The leadership in the Merit Employment Committee is available for cooperation with any Management Council affiliate. The Committee's services are invaluable.

The Management Council retains a good relationship with various government agencies; national, state and local. This has proven helpful on numerous occasions where specific information is needed by a cooperating Chamber of Commerce.

Finally, members of the Management Council staff, including its president, are readily available for counseling or participation in programs if needed.

IV. IDENTITY

The Chamber of Commerce is expected to retain its own identity throughout the job development program conducted. Employer meetings held, communications by mail, press releases or any other activity carried on as a part of the Chamber's program should reflect the sponsorship of the Chamber itself.

The Management Council will be happy indeed at any time to join with the Chamber of Commerce, either in a specific sponsorship or a special program if this is desired.

V. RECOMMENDED PROCEDURES - FOR INDEPENDENT COUNCIL OR AFFILIATED CHAMBER OF COMMERCE

It is recommended by Management Council that the following steps be taken in order to assure a maximum success in job development. These recommendations are based upon the experience of the Management Council in working directly with a large number of employers whose cooperation has been outstanding.

A. Preparation

1. Compile a list of the employers considered to be appropriate for contact during the program (this should include but not be limited to members of the Chamber of Commerce). This list should identify the President or Chief Executive Officer as well as the Personnel Officer, should there be one.
2. Determine, if possible, minority disadvantaged population in the area as well as the location of population concentration of such groups.
3. Determine to the extent possible the employment situation in the area; particularly with reference to the number of unemployed among disadvantaged groups.

4. Inventory vocational training facilities available in the area, if any.
 - a) Skill centers
 - b) Adult schools
 - c) Junior colleges
 - d) Private schools
5. Determine, if possible, the annual expenditure in your area for public welfare.
6. Establish compatible relationship of the management with the local offices of the California State Employment Service, discussing with them the kind of program contemplated.

B. Action

1. Arrange for a meeting of employers (principal officers and personnel officers) to present your plan of action. Attendance should be at a minimum of 50, a maximum of 150 per meeting. This meeting should be addressed by the top officer of the Chamber of Commerce supported by appropriate talent capable of stimulating the interest of all present into a positive program of recruitment of the disadvantaged unemployed.

The first meeting held should set a pattern for meetings to follow. The Management Council could be exceedingly helpful in staging your first meeting.

Included in this meeting should be a report from a top representative of the California State Employment Service who should be able to explain the services available at each of the employment offices in the area. He should also provide those assembled with a written statement showing the location and phone number of each office as well as the name of the manager. (See sample report form attached). This report should show the number of qualified applicants available. The California State Employment Service representative should at this point explain the job training programs which are underwritten by the Federal Government.

2. Send a follow up letter not only to those who attended the employer meeting, but to those who were invited and could not attend. (See illustration letters).

Employer meetings as above should be conducted over such period of time as is required to accommodate by invitation at least all employers on the total list. Follow up letters should be included in each instance as described.

3. In order to stimulate recruitment, not only to those who attended meetings, but to many who did not attend, it is recommended that a second follow up letter as illustrated be sent and that there be included with this appeal a specific list of job applicants on which a qualification "profile" has been prepared by the California State Employment Service office. It is recommended that such a profile sheet include 25 to 50 candidates only. In each instance, the list should be identified with the employment office through which the candidate can be reached. (This has proven effective.)

4. Maintain close contact with the employment offices with which good relations have been established to check progress and for purposes of follow up.
5. To the extent possible, telephone personnel officers in larger cooperating companies to stimulate continued interest.
6. SEND FREQUENT FOLLOW UP LETTERS OR TELEGRAMS AS APPROPRIATE.
See samples attached hereto to illustrate.

The above procedures are those suggested in the light of our experience. This does not preclude some flexibility and modifications. The Management Council staff is available for discussion and guidance in the utilization of various techniques and approaches toward achieving the objectives of the program.

June 20, 1967

The following employment service offices have competent applicants who are earnestly seeking work. Many of these people can prove to be productive employees for your company. We urgently suggest that should you need additional workers please contact the individuals listed below.

CALIFORNIA DEPARTMENT OF EMPLOYMENT OFFICES

			MANAGERS	APPLICANTS
East Los Angeles	3516 E. Olympic Blvd. -	264-5100	Mrs. Blanche Moretti	2,752
Venice	324 So. Lincoln Ave.	EX 2-4115	Miss Marilyn Montenegro	696
South Central	1635 E. 103rd Street	564-2581	Mr. Seymour Bylsma	5,437
Compton	212 E. Arbutus Street	639-8180	Mrs. Margaret Hamilton	Over 1,000
L. A. Industrial (Skilled, Semi-skilled, and Unskilled)	1524 So. Hill Street	744-2600	Mr. Irvin H. Miller	Over 1,000
L.A. Service (Restaurant, Hospital, Hotel, Laundry and Watchman)	141 W. Venice Blvd.	744-2400	Mr. David Rightman	Over 1,000
Long Beach	1350 Locust Ave.	437-0171	Mr. George Toll	Over 1,000
Norwalk	12715 Pioneer Blvd.	868-3713	Mrs. Betty Reardon	Over 1,000
Pasadena	1207 E. Green Street	681-6977	Mr. Edward A. Wright	Over 1,000
San Fernando	1520 San Fernando Rd.	365-4637	Mr. Jules Siegel	Over 1,000
Santa Monica	828 Broadway	451-9811	Mr. Wm. J. Burns	Over 1,000
L. A. Urban League	2107 W. Washington Blvd. (731-8851)		Mr. John Reagan Associate Executive Dir.	Over 1,000

WESTERN UNION
TELEGRAM

8/24/65

TO: MR. J. L. ATWOOD, PRESIDENT, NORTH AMERICAN AVIATION, INC.

(Initial telegram sent to Presidents, first 100 companies)

YOU ARE URGENTLY REQUESTED TO ATTEND A BRIEF BUT
IMPORTANT CONFERENCE CONCERNING RECENT RIOTS.

THE TIME - 4 P. M., THURSDAY, AUGUST 26

THE PLACE BOARD ROOM, L. A. CHAMBER OF COMMERCE

R.S.V.P. 482-4010, MISS ANGELA NOLAN

MARION BANKS
ROBERT L. GORDON
FRANK L. KING
ERNEST J. LOEBBECKE
ROBERT W. MANEY
HAROLD QUINTON
CHARLES S. THOMAS

H. C. McCLELLAN

LOS ANGELES CHAMBER OF COMMERCE

404 South Bixel St.
P. O. Box 3696
Los Angeles, Calif. 90054

Telephone
482-4010

Sample Letter to Presidents
First 100 Companies

August 30, 1965

Mr. J. L. Atwood, President
North American Aviation, Inc.
1700 East Imperial Highway
El Segundo, California

Dear Lee:

On August 26 a meeting of the Presidents or Board Chairmen of major Southern California employers met in the Board Room of the Los Angeles Chamber of Commerce; perhaps you were there.

The purpose of this meeting was first to receive a report on what has transpired since the Watts riots, secondly to lend counsel to your Chamber of Commerce Committee on Rehabilitation, and third to decide what now might be done to constructively meet some of the problems in the Watts area.

By unanimous consensus it was concluded that for the time being, pending the McCone Commission Report, we should confine our efforts to the obvious needs in the economic area, such as basic unemployment and training related to employment. Toward this objective a course of action was agreed upon.

Two offices have been established in the Watts area, each for a separate purpose:

The Interracial Council For Business Opportunity has opened an office at 9419 South San Pedro Street for the purpose of counseling and assisting small businessmen in the area who are in need of help.

The California Department of Employment has opened an office at 10223 South Central Avenue. It is in this office that our primary employment activities will take place. There are two special desks devoted to serving major employers. Hundreds of applications for employment are in the office now.

The Specialist devoted to working with major employers in reviewing applications and arranging for interviews is Mr. Wade McClain. His telephone number is 564-4589. He and his staff are eminently qualified to render full employment service.

Mr. J. L. Atwood
August 30, 1965
Page #2

The second Specialist is Mr. L. A. Jordan whose function is to provide information as well as to implement on-the-job training programs. This includes information concerning subsidized on-the-job training. His phone number is 564-5744. Both of these men are located at the same Central Avenue address, although their phone numbers are different.

Mr. Murray Lewis, with whom many of us have worked for years, is now devoting full time to coordination and cooperation in this undertaking.

We now have the opportunity to render a significant service in the solution of the basic problem in the Watts area by submitting some of our job vacancies to this office. I earnestly hope that you will encourage your employment office to establish a direct contact with one or both of the individuals named above.

Cordially,

(signed)

H. C. McCLELLAN, Chairman
President's Committee on Rehabilitation
Los Angeles Chamber of Commerce

(Sample Letter sent to President
of first 100 companies)

November 11, 1965

Dear Mr. "President":

On September 22 a meeting of the Presidents or Board Chairmen of major Southern California employers was held at the Los Angeles Chamber of Commerce. The purpose of this meeting was first to receive a report on what had transpired since the Watts riots and second to lend counsel to your Chamber of Commerce Committee on Rehabilitation as it undertook its efforts to be helpful.

By unanimous agreement the Chamber's Committee was directed to devote its attention to job opportunities and pre-job training for the unemployed in the curfew area.

One hundred major employers, cooperating with our committee have now joined in the effort to relieve the unemployment problems in the curfew area. IT IS NOT SUGGESTED THAT APPLICANTS BE HIRED BECAUSE THEY ARE BLACK OR MERELY BECAUSE THEY COME FROM THE WATTS AREA: EMPLOYMENT FROM THAT AREA IS ENCOURAGED HOWEVER BECAUSE OF THE PREVAILING HIGH LEVEL OF UNEMPLOYMENT THERE, AS COMPARED TO THE REST OF THE COUNTY.

Under this program, since September 7 the following results have been achieved:

1. Job seekers have found employment through the State Employment Office in Watts.
2. Applications for work are in process with results pending.

Of the initial 100 companies contacted, not one has declined to help; the response has been heartwarming indeed. (Please note the enclosed letter from Arthur Morgan, Area Manager, Los Angeles Metropolitan Area, California State Department of Employment.)

YOUR COOPERATION IS EARNESTLY SOLICITED. IN A DAY OR TWO, WE WILL BE IN TOUCH WITH YOUR PERSONNEL DEPARTMENT. IT WILL BE APPRECIATED IF YOU WILL INDICATE TO YOUR CHIEF PERSONNEL OFFICER YOUR DESIRE TO PARTICIPATE IN PROVIDING JOB OPPORTUNITIES FOR THE UNEMPLOYED IN THE WATTS AREA. We will provide your Personnel Officer with names and phone numbers of those to be contacted in the Watts Employment Office who will be hopefully awaiting a phone call.

Cordially,

H. C. McCLELLAN, Chairman
Rehabilitation Committee
Los Angeles Chamber of Commerce

Enclosure

LOS ANGELES CHAMBER OF COMMERCE

Telephone

404 South Bixel St.

482-4010

P. O. Box 3696

Los Angeles, Calif. 90054

Sample Letter sent to Personnel Officers
First 100 companies

August 30, 1967

Mr. Eugene D. Starkweather
Vice President, Personnel
North American Aviation, Inc.
1700 East Imperial Highway
El Segundo, California

Dear Gene:

Enclosed you will find a copy of the letter recently mailed to Mr. Atwood, President of your Company. It is self explanatory.

We earnestly seek your cooperation. The following arrangements have been made to implement our job Opportunities Program in the Curfew Area.

MR. WADE McCLAIN, EMPLOYMENT OFFICER, CALIFORNIA DEPARTMENT OF EMPLOYMENT, 10223 SOUTH CENTRAL AVENUE, DEVOTES HIS TIME TO WORKING WITH MAJOR EMPLOYERS IN REVIEWING APPLICATIONS AND ARRANGING INTERVIEWS WITH APPLICANTS. HIS TELEPHONE NUMBER IS 564-4589. HE AND HIS STAFF ARE EMINENTLY QUALIFIED TO RENDER FULL EMPLOYMENT SERVICE TO YOUR COMPANY. HE IS EXPECTING YOUR CALL.

MR. L. A. JORDAN OF THE SAME OFFICE IS PREPARED TO PROVIDE INFORMATION CONCERNING ON-THE-JOB TRAINING PROGRAMS. HIS PHONE NUMBER IS 564-5744. HE IS EXPECTING YOUR CALL.

Mr. Murray Lewis with whom many of us have worked for years is now devoting full time to coordination and cooperation in this undertaking. You may receive a call from him.

Mr. Merl Felker, Director of Personnel Operations of Douglas Aircraft, Inc. is Chairman of our Personnel Subcommittee and is working closely with us.

We all earnestly hope that you will establish a direct contact with one or both of the Employment Officers named above, and participate in the program herein described.

Cordially,

(signed)

H. C. McCLELLAN, CHAIRMAN
REHABILITATION COMMITTEE
LOS ANGELES CHAMBER OF COMMERCE

Enclosure

LOS ANGELES CHAMBER OF COMMERCE

Telephone

404 South Bixel St.

482-4010

P. O. Box 3696

Los Angeles, Calif. 90054

Sample letter sent to Presidents
first 100 companies

January 20, 1966

Mr. J. L. Atwood, President
North American Aviation, Inc.
1700 East Imperial Highway
El Segundo, California

Dear Lee:

On behalf of the Los Angeles Chamber of Commerce, and in truth on behalf of the community of Los Angeles, I wish to express heartfelt appreciation to you and to your company for the splendid cooperation received in our efforts to relieve some of the Watts post riot problems.

Yours was among the one hundred companies first called upon to work with the Chamber's Rehabilitation Committee in relieving tensions by hiring qualified applicants for jobs from the curfew area. Your Personnel Department was exceedingly helpful. The results have been most encouraging. Every single one of the 100 companies initially invited to join in this effort has cooperated. More than 2,100 formerly unemployed Negroes have already found regular jobs in industry and the work continues.

The problem remains serious nevertheless. The McCone Commission reports an estimated 25,000 still unemployed in the Watts area and a similar situation exists in the Mexican-American community of East Los Angeles. The unemployment factor in these areas exceeds by far the prevailing rate for Los Angeles County.

In its report, the McCone Commission commended the Chamber of Commerce, urging that the effort undertaken by the Chamber's Rehabilitation Committee be continued and expanded. By unanimous action of the Board of Directors of the Chamber of Commerce, the decision has been made to do just that. We propose to increase the number of cooperating employers to a minimum of 1,000.

In a few days you will receive a report on our expanded program, the cost of which is already largely underwritten for two years.

Please watch for the announcement of our Committee's new name -- THE MANAGEMENT COUNCIL For Merit Employment.

In the meantime - please encourage your Personnel Department to keep up the good work!

Cordially,

(signed)

H. C. McClellan, Chairman
President's Rehabilitation Committee
Los Angeles Chamber of Commerce

LOS ANGELES CHAMBER OF COMMERCE

(Sample letter sent
to 267 Presidents)

February 14, 1966

Mr. Norman D. Louis, President
Ajax Hardware Manufacturing
825 South Ajax Avenue
City of Industry, Calif.

Dear Mr. Louis:

On Thursday afternoon, February 3rd, a meeting of 80 principal officers of Los Angeles employer corporations was held at the Los Angeles Chamber of Commerce. Perhaps you were there. The purpose of this meeting was to receive a report on the Watts post-riot situation and to obtain the counsel of those in attendance on programs for rehabilitation. The response was unanimous and called for positive action.

The facts are these. Unemployment in the curfew area is still in excess of 20,000. Many of the unemployed are qualified workers subsisting on public welfare. There are, right now, nearly 5,000 applications for jobs on file in the Watts employment office. Public welfare in this county presently costs in excess of \$400,000,000 annually, about one-fourth of which is spent in the Watts area!

Through the efforts of the Chamber's Rehabilitation Committee organized immediately following the riots, the cooperation of 100 major employers has been enlisted with the result that nearly 3,000 formerly unemployed Negroes residing in the Watts area have been placed on regular jobs. Recognizing the merit of this program, the McCone Commission has urged that the program be expanded.

Toward that objective, the Chamber's Rehabilitation Committee has now been replaced by the MANAGEMENT COUNCIL for Merit Employment, Training & Research, a non-profit corporation with offices in the Chamber of Commerce Building, the phone number - 481-7246, Executive Director - Murray Lewis.

Your cooperation is earnestly solicited!

In a day or two, we will be in touch with your Personnel Department. It will be appreciated if you will indicate to your Chief Personnel Officer your willingness to participate in providing job opportunities for the qualified unemployed in the Watts area. We do not suggest the lowering of employment standards.

We will provide your Personnel Officer with the names and phone numbers of those to be contacted in the Watts Employment Office who will be hopefully awaiting a phone call. Thanking you in advance for your cooperation, I remain

Cordially,

(signed)

H. C. McClellan, President
The Management Council

THE MANAGEMENT COUNCIL
For Merit Employment, Training & Research

(Sample letter sent to
267 Personnel Managers)

February 17, 1967

Mr. William H. Young, Personnel Manager
Ajax Hardware Manufacturing
825 Ajax Avenue
City of Industry, California

Dear Mr. Young:

Enclosed you will find a copy of the letter recently mailed to a principal officer in your company. It is self explanatory. Please read it carefully.

Immediately following the Watts riots, the President of the Los Angeles Chamber of Commerce appointed a Rehabilitation Committee of which I was made Chairman. We enlisted the cooperation of 100 employers in an effort to relieve unemployment in the Watts area where the unemployment rate was more than three times the average. The results were excellent. Every company cooperated. Nearly 3,000 have found jobs.

We earnestly seek your cooperation. We want your company to join the others in the effort.

The Committee of the Chamber of Commerce has been disbanded. The MANAGEMENT COUNCIL has replaced it. We are located in the Chamber of Commerce Building as you will note from the letter attached.

The California Employment Service has opened an office at 103rd and Central Avenue. Mr. Wade McClain is in charge. His phone number is 564-4589.

A phone call from you would be most welcome. You may prefer to do what more than half of the 100 companies has done - send a representative to the Watts Employment Office and do your own interviewing on the spot.

We earnestly hope that you will make contact as suggested, and participate in the program described.

Cordially,

(signed)

H. C. McClellan
President

THE MANAGEMENT COUNCIL
For Merit Employment, Training & Research

(Sample letter sent
to 100 Presidents)

March, 1966

In my letter to you dated January 20, 1966, concerning the Watts Area rehabilitation program, I promised to report soon on The Management Council, then being formed to replace the former Chamber of Commerce Committee.

The Council is now "in business." It is a non-profit corporation with headquarters in the Chamber of Commerce Building - 404 South Bixel Street (please note Officers and Directors). The Council has been privately underwritten for approximately two years operation.

Our prime purpose is to place the disadvantaged but qualified unemployed workers on regular jobs - through proper means. Pre-job and vocational training are involved in many cases. Our progress thus far is good - thanks in part to you!

We need your continued cooperation. As of December 15, 1965, approximately 2100 had been placed on regular jobs from the curfew area. We need updated information concerning placements made. Will you suggest to your Personnel Department that the enclosed form be filled in and mailed to us in the enclosed envelope? No individual company placement reports have been or will be released. The enclosed report form is keyed by number to our master list to permit totals only to be reported.

Thanking you for your splendid cooperation, I remain

Cordially,

(signed)

H. C. McClellan
President

THE MANAGEMENT COUNCIL
(Chamber of Commerce Building)
404 South Bixel Street
Los Angeles, California 90054

Job Placements made by our Company
from the Curfew Area (Watts - Compton)
since the 1st of September, 1965
now total approximately _____.

THE MANAGEMENT COUNCIL
For Merit Employment, Training & Research

(Letter sent to Personnel Officers,
167 companies - List #2)

March 22, 1966

Mr. Nathan Spilberg, Personnel Manager
A-1 Kotzin Company
1300 Santee Street
Los Angeles, California 90015

Dear Mr. Spilberg:

Enclosed you will find a list of 50 applicants for employment from the
"curfew area."

These candidates have been carefully selected from a large number who
have applied for a job, and whose applications are on file at the office
of the California State Employment Service.

It seemed to us at the Management Council that it would be helpful to
you if we were able to send these names to you giving you some indication
of the qualifications of each of the applicants.

A telephone call to the California State Employment Service Office at
103rd and Central Avenue will enable you to contact any of the applicants
whose names are on this list. Should you care to make a call, please
ask for Mr. Felsie Kidd, telephone number 564-2581, who is in charge of
this part of the program there.

Thanking you for your cooperation, and trusting that this information
will be helpful to you, I remain

Cordially,

(signed)

H. C. McClellan
President

(Job Applicant Profile)

STATE SERVICE CENTER
10223 South Central Avenue
Los Angeles, California 90002
Phone 564-2581

March 21, 1966

Mr. Employer:

Here are qualified applicants available for immediate employment:

1. ABRAHAM, FRED LEE
Truck driving (heavy) fork lift operator, husky, married stable man.
Former City of L. A. employee.
2. ABRAMS, LAWRENCE
Varied background. Truck driving, punch press operator, auto
mechanic for 9 years - married, responsible man.
3. ADAMS, ELIJAH
High school graduate. Factory experience, deburring aircraft parts -
wood work interest; background also - family man with responsibilities.
4. ADAMS, OSCAR LEE
Truck driver (light and heavy) spray painter, pipefitter's helper,
fork lift operator. Own automobile. Married; good applicant.
5. ADAMS, GARNET JOHN
10 years aircraft experience, structural assembly - 1½ years
college. Married.
6. ADDISON, TOMMY C.
Two years formal training in carpentry. Military service completed.
High school graduate, some knowledge of double entry bookkeeping;
single.
7. ALBERT, CORNELIUS A.
Good trainee type, bondable, valid California driver's license. Own
automobile - high school graduate. Some experience operating
printing press. Desires delivery job; single.
8. ALEXANDER, VANESS
Steady work record, with last employer 5 years, visual inspection,
welding, grinding, punch and drill press milling and engine lathe
experience. Veteran; single.
9. ALLEN, TOMMY L.
Carpet cutting, auto battery assembly, experienced in this field.
Valid California driver's license and auto, average weight and height.
10. ALLEN, WILLIAM McNEIL
Varied background, 9 years in delivering furniture, grocery checking,
high school graduate - Industrial Arts major. Operates drill press,
grinders, lathes, forklift. Married.

(Job Applicant Profile)

11. ANDREWS, JAMES E.
Veteran, 14 years aircraft experience. Spot welding. Dimpling Machine experience, driver's license; own auto, stable married man, with last employer 14 years.
12. ASHLEY, WILLIAM RAY
Good potential for printing, high school graduate with major in Graphic Arts. Knows hand composition, platen and cylinder press operations. Single, driver's license, own car. Sharp.
13. AUSTIN, LOUIS E.
Automatic transmission man - Veteran - Local references. Good schooling as well as experience in addition. Knows welding, tune-up metalwork and painting.
14. BAILEY, ROOSEVELT
High school graduate, good bakery experience, operate slicing and wrapping machines. Single.
15. BANKS, EMMETT M.
New car get ready man - auto wrecking experience, light metal work and painting. Married, dependable.
16. BANKS, MARCUS
Foundry worker, shake out man. Screen door, manufacturing background, machinist helper. Married. Driver's license.
17. BANKS, ROOSEVELT
Six years experience utility and maintenance man in commercial buildings. Two years warehouse and shipping and receiving experience. High school graduate. Married. Own car and license.
18. BARNES, EARL M.
Good warehouse experience with metals company. Married. Valid driver's license and automobile.
19. BARNES, JESSE HARVEY
Seven years experience rag cutting machine operating - high school graduate, married, driver's license and automobile. Experience for last seven years has been with same employer.
20. BARTLETT, DEWEY LAMONT
Good trainee type for machine shop or mechanical assembly - operates punch press, high speed shear and hand grinder. Auto and driver's license. Single.
21. BELL, JOHN ALLEN
Another good trainee prospect. Electrical, wood and metal shop courses in high school. Would like to become shop trainee. High school graduate. Single.
22. BICKERSTAFF, JAMES WILLIAM
Good truck driving experience, also experienced in using power saws. Shipping and receiving metal products. Automobile, high school graduate.

(Job Applicant Profile)

23. BLACKMAN, HENRY J.
Top notch - expediting experience with major employer - high school graduate. Married, own automobile and driver's license.
24. BLACKMON, WILLIE JAMES
Stable man - good work record, varied background. Punch press experience, 9 years' experience with steel companies. Married.
25. BOLES, MILTON
H. S. graduate - good experience as stock clerk and cut off saw operator. Single. Valid driver's license and automobile.
26. BOYD, EEZEL
Need a truck driver and forklift operator? This is the man. Ten years experience at both operations. Married. Car and valid license.
27. BRADFORD, HORACE
Six years experience cutting and installing plate glass.
28. BROOKS, DONALD
Very good pipe nipple threading, machine operating experience. Experience on Landis pipe nipple threader and cutter. H. S. graduate, own car.
29. BROUGHTON, LEON
Good mechanical assembly experience as well as metal buffing and polishing experience. Formal training in auto body and fender repair and engine rebuilding. Auto and valid license.
30. BRUNER, ROBERT
Varied background - pigmenter of marble. Fabricator (aircraft) Lift truck driver, customer service (electronics). Spray painting of household appliances. Good man.
31. BRYANT, CHESTER LEE
Need tire shop experience? This man has it. Band-berry operator, plaster caster rubber mill machines. H. S. education. Car and valid driver's license.
32. BRYSON, ARTHUR H.
Dependable man willing to work hard. Freight loader - pick up and delivery work, warehouseman and painter. Married. Has Driver's license.
33. BURTON, JOHN IVY
Carpentry, punch press and mechanical assembly experience, auto, valid driver's license. Married.
34. BYNUM, EMERSON LEE
Electrical construction maintenance (schooling and experience) foundry molding and assembly background. H. S. graduate. Auto, valid California driver's license.
35. CANDLER, THEODIS
Three years electrical repair and lineman's experience with an electric power supply company. Valid California driver's license.
36. CANLEY, SYLVESTER
H. S. graduate. Married. Experienced butcher, drill press operator, auto assembler and dry cleaner.

(Job Applicant Profile)

37. CARR, EARL GEORGE
Experienced roofer and kettle operator. Truck driver and expediter with large glass company, other experience. Stock clerk and order filler.
38. CATCHINS, JESSE A.
Lots of experience in chemical industry. Compound man - chemical botch operator warehouseman - forklift operator. Family man.
39. CHANDLER, EDGAR L.
Needs a night job. Machine shop experience, some lathe operating. Hubb drill press. New Britain Boring Machine and spot welding.
40. CLAR, GEORGE
Foundry molder - pour off man, fork lift operator, painter's helper. Good work history.
41. COLEMAN, CARL B.
H. S. graduate - valid driver's license and car. Good experience as heavy truck driver(long and short hauls) other experience transformer assembler and as custodian.
42. COLLINS, WILFRED PAUL
Good military experience as aircraft mechanic - trainee potential one year of college - single.
43. COOPER, ROBERT SAM
Roofer for eight years - also experienced auto mechanic - married man.
44. CRAWFORD, CLARENCE
One year's experience as machinist's helper. H. S. graduate. Single. Own car - valid driver's license.
45. CURTIS, ERNEST M.
Good work record. Three years metal polisher and buffer. Three years shipping and receiving for metal products company. H. S. graduate. Married.
46. DALE, ISAAC WASHINGTON
Good work record. Seven years driving and warehouse experience with metal products manufacturer. Valid California driver's license and automobile.
47. DAVIS, ALONZO
Operates grinding machine for metal rings; sand cutter and shake out man. Operator sandblast machines. H. S. graduate. Married.
48. DAWSON, EDWARD L.
H. S. graduate. Box boy experience, single. Good trainee-type.
49. DICKENS, JOHNNY L.
Eight years experience with Van Lines Service. Good experience in packing and wrapping household furnishings. Married man.
50. DUDLEY, EARNEST
Good electroplating experience. H.S. graduate. Married.

CONTACT FELSIE KIDD, EMPLOYMENT SUPERVISOR, 564-2581.

(Letter to Presidents, 100 companies)

May 9, 1966

Dear Mr. _____

On March 11th I wrote your company on behalf of The Management Council requesting cooperation in obtaining updated information concerning the number of job placements made from the curfew area since September 1, 1965. A similar letter was written to each of the first 100 cooperating companies with whom we have been working. You will, I am sure, be interested in the outcome of our inquiry.

Most, but not all of the 100 companies responded. A few were not hiring and reported no placements made. The great majority, however, had placed at least a few and some had placed several hundred workers in the span of time from September 1, 1965 until March 1, 1966. The sum total seems significant. On the basis of the reports sent in by less than 100 companies a total of 4,751 had been placed on regular jobs between September 1 and March 1.

Obviously, this does not represent the over-all total hired. In addition to the first 100 companies with whom we have been communicating, an additional 167 have been included in our recent efforts to interest employers in the curfew area hiring program. We have made no attempt to tabulate job placements made through these companies' efforts.

We are reporting this progress to the Personnel Departments of all the companies involved. We are also identifying additional employment referral agencies for the benefit of your Personnel Department. Included will be a new Employment Office in East Los Angeles concerned primarily with Mexican-American unemployed and the Urban League Employment Referral Agency.

On behalf of The Management Council and myself I wish to express deep appreciation for your friendly cooperation in the effort we have undertaken.

Cordially,

(signed)

H. C. McClellan
President

(Letter to the Presidents of the 167 companies)

May 9, 1966

Dear Mr. _____

You may be interested in the following information.

You are aware I am sure, that prior to communicating with you and your Personnel Officers concerning the employment problems in the curfew area and in East Los Angeles we had been communicating with a "pilot list" of 100 employers with some degree of success. Until recently we did not know just how successful this initial program had been but we felt certain that progress had been made.

On March 11 the Management Council sent out a letter over my signature to the Presidents of each of the first 100 companies asking a favor. I requested that a form which was enclosed be filled out indicating the number of job placements which that company had made from the curfew area since September 1, 1965.

The results were encouraging. Most of the 100 companies responded. All but a few had made some placements. While we could not, of course, reveal placements achieved by individual firms we are able to report the total resulting from written reports received at the Management Council office. As of April 10, 1966 the placements reported on a company-by-company basis from the curfew area between September 1, 1965 and March 1, 1966 total 4,751.

Your company is included in a supplemental list of employers (totaling 167) with whom we are communicating concerning this disadvantaged area unemployment problem. Thus far no request has been made to any of this supplemental list concerning placements made but we know that there have been many.

Our work continues. Our operation has been underwritten financially for two years (Haynes Foundation, Ford Foundation, and aerospace industry).

We are forwarding a similar letter to your Personnel Department together with information concerning the active employment referral agencies in the curfew area and in East Los Angeles.

Thanking you sincerely for the confidence and cooperation which have been extended to us in the Management Council and for your part in what we consider to be a constructive program, I remain

Cordially,

(signed)

H. C. McClellan
President

(Letter to Personnel Men of the
first 100 companies)

May 9, 1966

Dear _____:

On March 11 the Management Council requested by letter that 100 companies (including yours) advise us concerning the number of job placements made from the curfew area since September 1, 1965. There were several reasons for this inquiry.

Principally, we wanted to know what progress was being made in the placement of the qualified from the curfew area. We knew positively that substantial numbers had been placed. Even so, public statements have been made recently to the effect that nothing was happening in the Watts area and that unemployment had worsened rather than improved. This kind of information is disturbing to the residents involved and it became obvious that the truth was needed to lend encouragement.

The outcome of our inquiry was encouraging indeed. Most of the 100 companies responded. Some were not hiring and had not made any placements; others hired only a few, some companies hired several hundred workers. The total as tabulated from the reports received amounted to 4,751 up to March 1, 1966. This does not include placements made by an additional 167 companies with whom we have been communicating, many of whom have been hiring from the curfew area.

There still remained many unemployed in the curfew area as well as in the Mexican-American area of East Los Angeles. Some of them are semi-skilled or skilled. Training centers to develop needed skills in substantial number will be opening soon and you will be advised. In the meantime please accept our deep appreciation for your splendid cooperation.

Cordially,

(signed)

H. C. McClellan
President

Letter to Personnel Men of 167 companies

May 9, 1966

Dear Mr. _____

You are aware, I am sure, that prior to communicating with you concerning the employment problems in the curfew area and in East Los Angeles we had been communicating with a "pilot list" of 100 employers with some degree of success. Until recently we did not know just how successful this initial program had been but we felt certain that progress had been made.

On March 11 the Management Council sent out a letter over my signature to the Presidents of each of the first 100 companies asking a favor. I requested that a form which was enclosed be filled out indicating the number of job placements which that company had made from the curfew area since September 1, 1965.

The results were encouraging. Most of the 100 companies responded. All but a few had made some placements. While we could not, of course, reveal placements achieved by individual firms, we are able to report the total resulting from written reports received at the Management Council office. As of April 10, 1966 the placements reported on a company-by-company basis from the curfew area between September 1, 1965 and March 1, 1966 total 4,751.

Your company is included in a supplemental list of employers (totaling 167) with whom we are communicating concerning this disadvantaged area unemployment problem. Thus far no request has been made to any of this supplemental list concerning placements made but we know that there have been many.

Our work continues. Our operation has been underwritten financially for two years (Haynes Foundation, Ford Foundation, and aerospace industry).

We earnestly seek your continued cooperation.

The unemployment problem in the disadvantaged areas certainly has not been resolved even though progress has been made. Many qualified unemployed are still seeking work. You will find attached hereto three employment referral agencies with whom we are cooperating. A phone call from your office concerning candidates for jobs would be welcome by any of the three.

Thanking you sincerely for your splendid cooperation to date and trusting that you will advise us of any problems in which we might be helpful, I remain

Cordially,

(signed)

H. C. McClellan
President

ATTACHMENT

EMPLOYMENT REFERRAL AGENCIES

Strongly recommended -

Mr. Wade McClain
California Employment Service
103rd and Central Avenue
Los Angeles, California

Phone: 564-4589

Mr. Ed Rodriguez
East Los Angeles Employment Service
3516 East Olympic Boulevard
Los Angeles, California

Phone: 264-5100

Mr. Wesley Brazier
Los Angeles Urban League
2107 West Washington Boulevard
Los Angeles, California

Phone: 731-8851

THE MANAGEMENT COUNCIL

(Sample letter sent to
267 Personnel Directors)

September 14, 1966

As you know, the Management Council has been intensively engaged since September 1965 in constructive efforts to meet the basic problem of unemployment among the disadvantaged in our community. Whatever progress has been achieved thus far is due to the collective efforts of the many companies participating in the Management Council program. The cooperation has been excellent.

In our letters from time to time we have emphasized the significance of appropriate training in order to bring those who are unemployed to the level of qualifying for available job openings. The Multi-Occupational Skill Centers, the Opportunities Industrialization Center, and other agencies are providing this training. During the coming months many thousands of adults and youth will satisfactorily complete training for a variety of jobs. They will be ready for entry level employment.

In order to assist us in advance planning to place these graduates, your cooperation is earnestly solicited in furnishing the information on the enclosed form. With respect to this information, we will be very happy to send you a summary report as soon as the information is compiled. Please advise us if you are interested in receiving such a report.

Those who are and will be graduating from the Skill Centers are hopefully looking to us in industry. This then is our major challenge - to translate these hopes into reality - into jobs.

We sincerely trust that we may call on you in the event that you have job needs for which these trained graduates can qualify.

Sincerely,

(signed)

Murray A. Lewis
Executive Director

Merl R. Felker, Chairman
Merit Employment Committee

List of occupations for which training is or will be provided by the Skill Centers.

Please check the occupations for which you have needs from time to time.
Please check the occupations for which you anticipate openings within the
next 3 months, 6 months, next year.

<u>LIST OF OCCUPATIONS:</u>	<u>FROM TIME TO TIME</u>	<u>TO DEC. '66</u>	<u>DEC. '66 TO 3/67</u>	<u>MAR. '67 Thru '67</u>
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METAL WORKING OCCUPATIONS

Machine Operator, General	_____	_____	_____	_____
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ASSEMBLY & RELATED

Electro-Mechanical Assembler	_____	_____	_____	_____
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Assembler, Mechanical	_____	_____	_____	_____
-----------------------	-------	-------	-------	-------

Assembler Aircraft, Structures & Surfaces	_____	_____	_____	_____
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Assembler-Electronics	_____	_____	_____	_____
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MEDICAL & RELATED

Nurse Aide	_____	_____	_____	_____
------------	-------	-------	-------	-------

Ward Attendant	_____	_____	_____	_____
----------------	-------	-------	-------	-------

Orderly	_____	_____	_____	_____
---------	-------	-------	-------	-------

Receptionist (Hosp. Rec. Clerk)	_____	_____	_____	_____
------------------------------------	-------	-------	-------	-------

Ward Clerk	_____	_____	_____	_____
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Licensed Vocational Nurse	_____	_____	_____	_____
---------------------------	-------	-------	-------	-------

Surgical Technician	_____	_____	_____	_____
---------------------	-------	-------	-------	-------

Food Service Worker	_____	_____	_____	_____
---------------------	-------	-------	-------	-------

Housekeeping Worker	_____	_____	_____	_____
---------------------	-------	-------	-------	-------

CLERICAL

Typist, Clerk	_____	_____	_____	_____
---------------	-------	-------	-------	-------

Stenographer	_____	_____	_____	_____
--------------	-------	-------	-------	-------

Court Reporter	_____	_____	_____	_____
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Key-Punch Verifier Operator	_____	_____	_____	_____
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LIST OF
OCCUPATIONS:

FROM TIME
TO TIME

TO
DEC. '66

DEC. '66
TO 3/67

MAR. '67
Thru '67

CLERICAL

Sorting Machine Operator

Card-Tape Converter
Operator

High-Speed Printer
Operator

Digital Computer Operator

AUTOMOTIVE AND RELATED

Truck Mechanic

Auto Mechanic

Motorcycle Mechanic

Forklift Mechanic

Auto Body Repairman,
Metal

Auto Upholsterer

MISCELLANEOUS

Welder, Inert Gas

Electrical Appliance
Repairman

Gas Appliance Repairman

Household Appliance
Repairman

Repairman, TV Service

Office Machine Repairman

Sheet Metal Mechanic

Upholsterer

Termite Treater

Presser, Machine

FOOD PREPARATION AND SERVING

Cooks

Waiters and Waitresses

Kitchen Workers

Indicate other occupations for which you have needs and which
are not listed:

COMMENTS

COMPANY:

Person completing form:

Name

THE MANAGEMENT COUNCIL

October 10, 1966

Personnel Director

Dear _____:

Please accept my deep appreciation for your continued cooperation in the Management Council program.

We have reached a point in our activities where meaningful research should produce some significant findings with respect to the employment and training of individuals of minority groups.

Through a contractual arrangement with the University of Southern California we are indeed fortunate to have Dr. William H. Reynolds, Professor in the Graduate School of Business Administration, to serve as Research Coordinator for the Management Council.

In order to effectively implement the research project, Dr. Reynolds and his staff will need to interview a sample of personnel directors and a sample of first line supervisors. You will be called within the next week or so by a member of the research staff to arrange an appointment for an interview with you in your office. This will take approximately 30 minutes. Will you also be kind enough to have a member of your first line supervision available for a separate interview? This first line supervisor should have Negro employees in his work force. This interview will take less than 30 minutes.

Let me assure you that no company or individual will be identified by name in the final report. Your opinions will be kept strictly confidential.

I believe you will be pleased to know that there is considerable national interest in our program as well as in this specific research undertaking. When the report is published by the Management Council you will, of course, receive a copy.

Again, many thanks for your cooperation.

Sincerely,

(signed)

H. C. McClellan
President

THE MANAGEMENT COUNCIL

November 2, 1967

(Letter sent to Chief Executive Officer and
Personnel Director or Industrial Relations
Director of 267 companies)

During March of 1966 one hundred companies reported the placement of 4,751 formerly unemployed residents of the South Central area on regular jobs in industry. This was good news indeed. It made a favorable impact on our community as well as on others throughout the country.

With your help and that of the many companies cooperating in our program we have been attacking the problem of unemployment among the disadvantaged. Real progress has been made. Some individual company reports reaching us are most encouraging.

Increasingly we are called upon to report on how the unemployment situation stands today. How many of the unemployed have been placed from the South Central area?

Through your assistance, together with that of the presidents of the 266 other corporations, we can provide positive answers to these questions. Such information will reinforce the constructive efforts that have been made by industry in this community. It will also serve to encourage those who need this encouraging, motivating those who need training to accept it, and reassure the doubtful that there really is hope and opportunity for those who seek it.

We, therefore, earnestly request that your Personnel Department be authorized to fill in the enclosed form indicating the placements your firm has made since September 1, 1965.

No individual company placement reports have been released or will be released.

For your convenience we are enclosing a self-addressed envelope in which the report may be mailed to us.

Thanking you for your splendid cooperation, I remain

Cordially,

(signed) H. C. McClellan
President

(Placement Report Form)

THE MANAGEMENT COUNCIL
(Chamber of Commerce Building)
404 South Bixel Street
Los Angeles, California 90054

Job Placements made by our Company
from the South Central area between
September 1, 1965 and September 30,
1966 _____.

(Please do not identify your company)

THE MANAGEMENT COUNCIL

FIRST LETTER

December 27, 1966

Sample letter sent to
267 Personnel Directors

Dear _____:

In a letter dated September 14, 1966 we indicated that in the coming months several thousand adults and youth will satisfactorily complete training provided by the Skill Centers and other training institutions.

In order to assist us in advance planning to place these graduates we requested your cooperation to furnish information on your job needs relating to 41 occupational categories listed in a questionnaire enclosed with the letter.

Your response and that of 132 companies who responded thus far has been most encouraging. We are pleased to send you the enclosed summary. A later report will be sent to you which will include information presented by additional companies.

The interest this questionnaire generated is also reflected in information on pages 2 and 3 of the enclosed report. Page 2 is a list of occupations other than those listed on the questionnaire for which individual companies have needs. Page 3 consists of a list of other occupations in professional, technical and craft categories for which individual companies have needs.

The collated report is proving to be most helpful to the Management Council. The values are many, but primarily the information assists us in our basic objective of bringing together jobs and people. The information now available, we believe, should be useful to you for recruiting purposes. We will be pleased to let you know about students who are graduating and who may meet your job needs.

Please accept again our sincere thanks for your cooperation in this project.

Sincerely,

(signed)

Murray A. Lewis
Executive Director

Merl R. Felker, Chairman
Merit Employment Committee

THE MANAGEMENT COUNCIL EMPLOYMENT SURVEY
ON OCCUPATIONAL NEEDS

The following compilation indicates the number of firms which indicated needs for the occupations listed in survey (Tabulation based on 175 responses received by 2/7/67:

<u>No. of Firms</u>	<u>Occupation</u>
143	Typist Clerk
120	Stenographer
88	Key Punch Operator
55	Machine Operator, General
37	Assembler, Mechanical
27	Sheet Metal Mechanic
32	Digital Computer Operator
28	Welder, Inert Gas
25	Automobile Mechanic
26	Electro-Mechanical Assembler
26	Truck Mechanic
18	Electronic Assembler
19	Kitchen Workers
16	Aircraft Assembler
10	Office Machine Repairman
13	Cooks
11	Sorting Machine Operator
13	Waiters & Waitresses
12	Forklift Mechanic
8	Food Service Workers
7	Licensed Vocational Nurse
6	High Speed Printer Operator
6	Upholsterer
5	Card-Tape Converter Operator
4	Gas Appliance Repairman
4	Electrical Appliance Repairman
4	Auto Upholsterer
3	TV Service Repairman
3	Housekeeping Worker
2	Auto Body Repairman, Metal
2	Motorcycle Mechanic
2	Household Appliance Repairman
1	Nurse Aide
1	Ward Attendant
1	Orderly
1	Receptionist
1	Ward Clerk
1	Surgical Technician
	Court Reporter
	Termite Treater
1	Presser, Machine
1	Registered Nurse

Other Occupations Listed by Respondents (Professional Technical & Crafts)

Accountant
Cost estimator
Draftsman
Electronic technician
Engineer, chemical
Engineer, metallurgical
Programmer
Radio engineer
Tool designer
Tool planner
Aircraft mechanic
Automatic screw machine opr.
Boilermaker
Cable splicer
Calibration mechanic
Carpenter
Chemical plant opr.
Electrician
Electroplater
Etcher
Fitter
Form block maker
Frameman
Inspector, electronic
Inspector, mechanical
Jig & fixture builder
Lineman
Machinist
Maintenance machinist
Maintenance mechanic
Meat cutter
Milling machine machinist
Millman
Model builder
Molder
Painter
Patternmaker
Plaster patternmaker
Punch press die setter
Radio mechanic
Radio repairman
TWX operator
Tailor
Telephone installer
Template maker
Tool and die maker
Turret lathe machinist

Other Occupations Listed By Respondents

Accounting Clerk	PBX operator
Apprentice, Lineman	Page
Machinist	Payroll Clerk
Plant Equip. Operator	Plastic laminator
Substation operator	Porter
Assembler, cabinet	Power trucker
Billing clerk	Press operator
Bookkeeping machine operator	Pressman, rubber
Cargo handler	Proof machine operator
Carman	Punch press operator
Coil winders	Receiving clerk
Cleaners, aircraft	Rotational casting man
Clerk, general	Roustabout
Credit collectors	Routeman
Dispatcher	Sales persons
Duplicating machine operator	Sandblaster
Enamelers	Security policeman
File clerks	Service station attendant
Fork lift operator	Shipping & receiving clerk
Gardener	Snack bar attendant
Grocery checkers	Spray painter
Guard	Stock clerk
Helper, electrical repair	Tab. machine operator
Helper, rotary press	Telephone operator
Janitor	Tellers
Laboratory Technician trainee	Tool crib attendant
Mail clerk	Trainee, teletype operator
Messenger	Trainee, toy assembler
Multilith operator	Truck driver
Oil field roustabout	Tumbler
	Wood worker

Sample letter sent to
500 Presidents and
Personnel Directors

May 1, 1967

Mr. L. Bordner
Sierra Electric Corporation
Post Office Box 85
Gardena, California

Dear Mr. Bordner:

You are cordially invited to attend a brief meeting on May 17 at the
Los Angeles Chamber of Commerce.

The purpose: a confidential report on the post riot situation in
Watts. We seek your counsel.

The meeting will start at 3:00 p. m. and will adjourn no later
than 4:15 p. m.

It will be appreciated if you will bring your chief personnel officer
with you.

PLACE: Los Angeles Chamber of Commerce
404 S. Bixel Street

Time: 3:00 p. m.

DATE: Wednesday, May 17

PLEASE RESPOND VIA ENCLOSED CARD.

Cordially,

(signed)

H. C. McClellan, President

Hugo Riemer, Chairman, Executive Committee

Daniel P. Bryant, Vice President

David G. Soash, Secretary-Treasurer

Murray A. Lewis, Executive Director

I WILL ATTEND ()

MY CHIEF PERSONNEL OFFICER WILL ALSO ATTEND ()

THE SPECIAL MEETING AT THE LOS ANGELES CHAMBER OF COMMERCE
ON WEDNESDAY, MAY 17TH AT 3:00 P. M.

Signature _____

Company _____

Sample letter sent to
500 Presidents and
Personnel Directors

May 8, 1967

Mr. J. P. Roberts
Pacific Ocean Park, Inc.
P. O. Box 2248
Santa Monica, California

Dear Mr. Roberts:

You are cordially invited to attend a brief meeting on May 24
at the Los Angeles Chamber of Commerce.

The purpose: a confidential report on the post riot situation
in Watts. We seek your counsel.

The meeting will start at 3:00 p. m. and will adjourn no later
than 4:15 p. m.

It will be appreciated if you will bring your chief personnel
officer with you.

PLACE: Los Angeles Chamber of Commerce
404 S. Bixel Street

TIME: 3:00 p. m.

DATE: Wednesday, May 24

PLEASE RESPOND VIA ENCLOSED CARD.

Cordially,

(signed)

H. C. McClellan, President

Hugo Riemer, Chairman, Executive Committee

Daniel P. Bryant, Vice President

David G. Soash, Secretary-Treasurer

Murray A. Lewis, Executive Director

I WILL ATTEND ()

MY CHIEF PERSONNEL OFFICER WILL ALSO ATTEND ()

THE SPECIAL MEETING AT THE LOS ANGELES CHAMBER OF COMMERCE
ON WEDNESDAY, MAY 24TH AT 3:00 P M

Signature _____

Company _____

THE MANAGEMENT COUNCIL

Sample letter sent to
267 Presidents

June 8, 1967

Dear _____:

You are aware of the effort that has been made by industry to provide job opportunities for the disadvantaged in cooperation with the Management Council since the riots of 1965. Your company was among the first to participate.

This letter is written for the purpose of expressing to you, on behalf of our Board of Directors, our heartfelt thanks for your help and to report briefly on what has been accomplished.

In summary, this is what has transpired. 1267 employers have been invited to meet with us and to participate in our program. The response has been overwhelming. Perhaps you have attended at least one of our meetings.

On November 11, 1966, the first 250 of these companies were requested by letter to report on a form enclosed, placements they had made from the South Central City area on regular jobs since the riots. 201 companies responded. The total hiring thus recorded was 17,901.

In addition to the 1267 companies we now have contacted directly, some of our affiliate organizations have also communicated with their membership, encouraging the employment of the disadvantaged precisely as we do. This has been done with our full cooperation. By combining efforts of affiliates with our own direct contacts, 3,600 employers have now been asked to participate.

We have joined forces with the Los Angeles School System in the development of improved vocational training for adults in the disadvantaged areas. It appears certain that because of better qualifications, great improvement in placement of graduates from these schools on regular jobs in industry will result.

Working with the four Federally supported Skill Centers established to qualify the disadvantaged in this city for jobs, the Council has been effective not only in the development of appropriate training, but in the placement of graduating classes as well. This program is proving eminently successful with 85% finding jobs promptly. 1,900 presently are enrolled. More than 5,000 are now awaiting the opportunity to enter training.

Good relations have been established with numerous private organizations in the curfew area. Included among these are Westminster Neighborhood Association, Operation Bootstrap, The Sons of Watts Improvement Association, Opportunities Industrialization Center, and others.

6-19-67

DRAFT FORM LETTER

Sample letter sent to
Presidents of 1000 companies

Dear Mr. "President":

On May 17, 1967 (or 24) a meeting was held at the Los Angeles Chamber of Commerce which was attended by approximately 100 senior officials of Los Angeles companies. You were invited--perhaps you were there.

The purpose of the meeting was to receive a report on the post riot situation in Watts. The report was made and, while it was in the main encouraging, it revealed the need for further attention to the high level of unemployment in the disadvantaged areas.

The goal of the Management Council is to match qualified unemployed in the disadvantaged areas with employers seeking workers who can use their services.

Many, many employers have thus far participated in this program with a high degree of success. Thousands of the unemployed have found jobs and have proven satisfactory to their employers, as evidenced by the study recently completed by the University of Southern California concerning our work. (Copies available on request).

Attached hereto you will find a list of qualified employment referral agencies which we are using with success.

We recommend that, as job openings appear in your firm, you contact one or more of the offices listed. Others have found good results.

Relieving unemployment in the areas involved will help ease tensions in our community.

Your cooperation is earnestly solicited.

Cordially,

(signed)

H. C. McClellan
President

Sample letter sent to

267 Presidents

June 8, 1967

Page #2

We work in wholehearted cooperation with Government agencies as well as private. The California Employment Service, which is Federally financed and the Urban League which is privately funded are good examples.

The Merit Employment Committee of the Council, which is made up of top personnel men from cooperating companies, has done a phenomenal job in promoting merit employment throughout our entire area. Last March, this committee organized a program in which 6,000 disadvantaged high school students were, in one day, exposed to successful minority workers in industry who came before individual classes, two-by-two, to explain why it pays to stay in school. This is but one illustration of the Committee's outstanding work.

Initiated by the Management Council, similar efforts are now being undertaken in numerous communities throughout our State. A program in San Diego is under way and is financed. A non-profit corporation has been formed to cover the entire San Francisco Bay Area and the effort there is under way. A program of positive action is starting in Monterey. Other areas are developing programs.

By enlisting the support of private Foundations, the Council has been substantially funded through 1968. Our staff has been expanded and now totals eight. There is much yet to be done.

We would appreciate it if you would commend your personnel department for the splendid cooperation given the job opportunities program.

Cordially,

(signed)

H. C. McClellan
President