

#1421 INVESTIGATION  
GENERAL TELEPHONE COMPANY OF CALIFORNIA



STATE OF CALIFORNIA, Ronald Reagan, Governor  
DEPARTMENT OF INDUSTRIAL RELATIONS, H. Edward White  
DIVISION OF FAIR EMPLOYMENT PRACTICES, Paul A. Meaney, Chief



## GENERAL TELEPHONE OF CALIFORNIA

AN INVESTIGATION UNDER SECTION 1421 OF THE CALIFORNIA LABOR CODE

THE CALIFORNIA FAIR EMPLOYMENT PRACTICE COMMISSION

Pier Gherini, Chairman

Carol Schiller, Affirmative Action Consultant

January, 1973





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## FOREWORD

Section 1421 of the Fair Employment Practice Act empowers the Commission to prevent unlawful employment practices. It further provides that an investigation be undertaken when it appears to the Commission that an unlawful employment practice may have been committed. The purpose of the investigation is to determine what, if any, action is warranted by the Commission to eliminate such practices. This has been interpreted to include remedying the effects of past discrimination, as well as eliminating current practices which, by intent or effect, are detrimental to minorities and females.

General Telephone of California was named, along with ten other companies, by a coalition of civil rights groups when they petitioned the Commission to investigate alleged discrimination. Based on the employment statistics presented by the coalition, the Commission, in September, 1971, unanimously voted to initiate the investigation in accordance with Section 1421 of the Fair Employment Practices Act. The findings contained in this report show that since 1968 General Telephone of California has succeeded in sharply increasing minority representation on their work force. However, they have not succeeded in dealing with the adverse results of past discrimination, nor have they meaningfully addressed themselves to equitably increasing the utilization of females. The investigation further shows that while General Telephone has an excellent affirmative action program, the program is not yet an integral part of the total company. Until General Telephone designates affirmative action as a priority consideration in every aspect of its operation, their goals will not be achieved.



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All Exhibits are to be found in alphabetical order in the Appendix.



## INTRODUCTION

The General Telephone Company of California is a subsidiary of General Telephone & Electronics Corporation. The parent company, headquartered in New York City, is the nation's largest independent (non-Bell) telephone system with subsidiaries in 34 states. Over 10% of its employees are with the California Company.

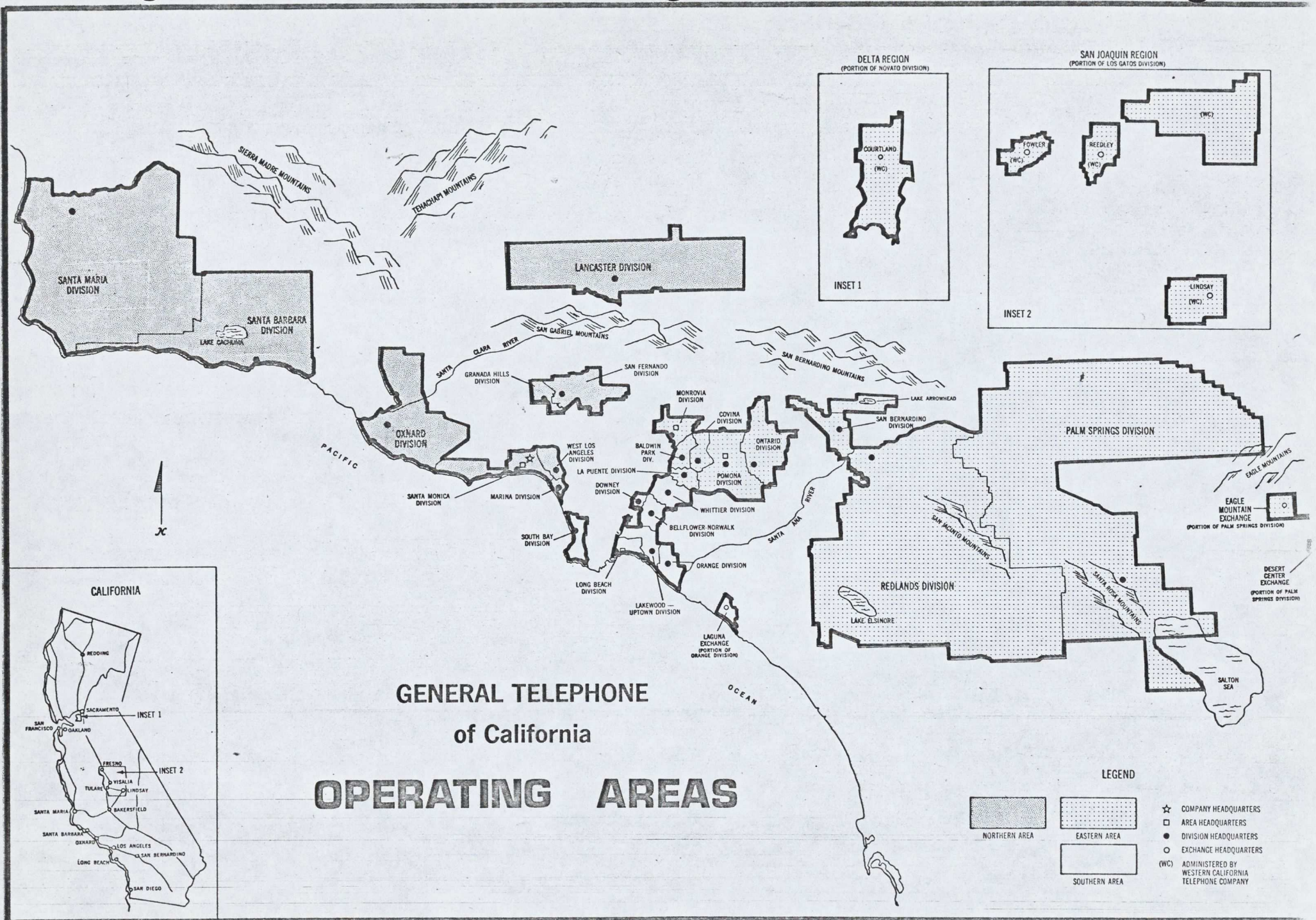
General Telephone Company of California served 2,627,000 telephones in 1971 with a net income of almost \$44 million. The company is governed by an eight-man Board of Directors. Their service areas, which are not contiguous, are concentrated mainly in Southern California as can be seen by the map on the following page.

The company is organized into three operating areas—Northern, Eastern, and Southern—with headquarters in the General Office in Santa Monica. Employment policies are established by the General Office and implemented independently by the Personnel Administrator in each area. Employment Centers in each area do the final selection of hourly employees for the one or more divisions for which they are responsible. Exhibit A in the Appendix shows the relationships between the Employment Centers and the various divisions.

The Vice President - Personnel is the officer responsible for affirmative action. In 1972 that responsibility was delegated to an Equal Opportunity Manager who answers directly to the Vice President. There are also five Equal Opportunity Representatives working out of the General Office.

The Operating Areas function very much like independent companies. The chasm between the Areas and the General Office has severely reduced the effectiveness of the affirmative action program.







## SCOPE OF THE INVESTIGATION

On July 25, 1972, the first meeting was held with General Telephone to discuss the data that was required and the procedures that would be followed during the course of the investigation. By mid-September all of the statistical information was provided and for the next several weeks a series of interviews were held. They included:

- President
- Vice President - Personnel
- Equal Opportunity Manager
- Equal Opportunity Representatives (5)
- Vice President - Area Manager (Northern Area)
- Area Personnel Administrators (2)
- Area Personnel Representatives (2)
- Employment Representatives (2)
- Labor Relations Manager
- Confidential Clerk (Labor Relations)
- Personnel Development Manager
- Personnel Services Manager
- Professional Placement Representative
- General Training Manager
- Director of Marketing
- Manager of Information Services
- Manpower Planning Administrator
- Employment Testing Analyst



The data that was reviewed included:

- List of all employees by job classification
- List of minority employees
- New hires - hourly and management - 1971
- Management promotions - 1971 and 6 months 1972
- Termination statistics
- Applicant flow by employment center - 1971 and 1972
- EEO Forms - 1968-1972
- Affirmative Action Program - 1971 and 1972
- Job Postings
- Management job descriptions
- Management and hourly wage schedules
- Division Goals and Timetables
- Employment Manual
- Labor Relations Procedures Manual
- Union Agreement
- Equal Opportunity staff reports
- Manpower Planning Proposal
- Proposals for Union negotiations
- Organizational charts
- Company publications
- Annual report
- Personnel files
- Corporate contributions and donations

Throughout the investigation, all of the information requested was provided willingly and expeditiously. The data collected represents many hours of work by General Telephone staff. GTE is to be commended for the full cooperation they extended.



## MINORITY EMPLOYMENT PATTERN

The current status of minorities at General Telephone is described in detail through a series of statistical tables found at the rear of this section. The material is based on July, 1972 data. At this time, minority representation was 13.0%: Spanish Surname, 7.6%; Black, 4.0%; Oriental, 1.1%; and American Indian, 0.2%.

Table I gives an overview of the distribution of minorities according to EEO job categories compared to the distribution of the total work force. In the four top categories, their representation ranges from only 3.5% to 5.3%, and it is in the non-professional categories that the majority of minorities are found. The percentage of Office and Clerical (16.0%) and Craftsman (13.5%) came close to reflecting the total minority percentage on the work force. In the two lowest categories, Operatives and Service Workers, the percentage of minorities is far greater (21.9% and 31.6%). 22.2% of the total work force at General Telephone are employed in the four highest categories where only 8.7% of the minority work force is to be found.

Graph A presents a visual picture of the disparity between Anglos and minorities in relation to the job levels they have obtained. Graphs B 1 and 2 refines this breakdown further by ethnic group. Tables II through V supplement the graphs by comparing each ethnic group's distribution through the work force. These figures show that not only are minorities poorly represented at the higher job levels, but that the achievement of each ethnic group is not in proportion to their total numbers on the work force. For example:

1. Blacks comprise 31% of all GTE minorities but only 21.5% of minority Officials and Managers.
2. Orientals, comprising 8.8% of all GTE minorities, represent 13.3% of minority Officials and Managers.
3. Spanish Surname comprise 58.8% of the minority work force but only 30% of minority Professionals.
4. 17.6% of the American Indians are in the four top categories where 9.3% of the Blacks can be found.



Tables VI through XIII explore the status of minorities from the prospective of work location and on the basis of ethnic group, minority population, and job category. These tables are self-explanatory and provide a complete picture of where and how minorities work throughout the GTE System. The following comments relate to information contained in these tables:

1. The Pomona Division in the Eastern Area reports 27.2% minority population and 10.1% minority employment. General Supply and Transportation, also located in Pomona, has 22.1% minority employment. The difference in minority employment stems from the fact that there have been far more job vacancies in General Supply and Transportation than in the Division. The Supply Complex is close to population parity for Spanish Surname. Many of these employees are not Mexican-Americans but Cubans.
2. It would be natural to assume that divisions located in areas of higher minority concentration would have achieved a higher minority employment rate because of the ethnic make-up of the labor market. This is not true and may not be true because of a combination of reasons such as (1) low turn over, (2) vacancies filled internally by transfer, (3) inadequate recruitment, and/or (4) deficiencies in the selection process. Such explanations still do not justify 7.6% minority employment in a division where the minority population is 35.8% while a division in close proximity has 13.6% minority employment with 33.1% minority population. The tables demonstrate several examples of such incongruities.
3. In each of the areas, Spanish Surname are the most under-utilized of the four identified ethnic groups.

Table XIII sets forth the changes in minority employment that have occurred since 1968. The work force has fluctuated during that period of time. From



1968 to 1969 employment increased 7.9%; minority employment increased 76.5%, bringing minority representation from 6.3% to 10.3%. Since 1969 the work force has steadily decreased, the sharpest reduction occurring between March, 1971, and July, 1972. While total employment decreased 6.4%, minority employment increased 2.9%, bringing minority representation from 11.8% to 13.0%. Recent changes in GTE's employment pattern are further described in Exhibit B, which is an extract from the company's third quarter affirmative action report.



TABLE I

## 1972 MINORITY EMPLOYMENT PATTERN

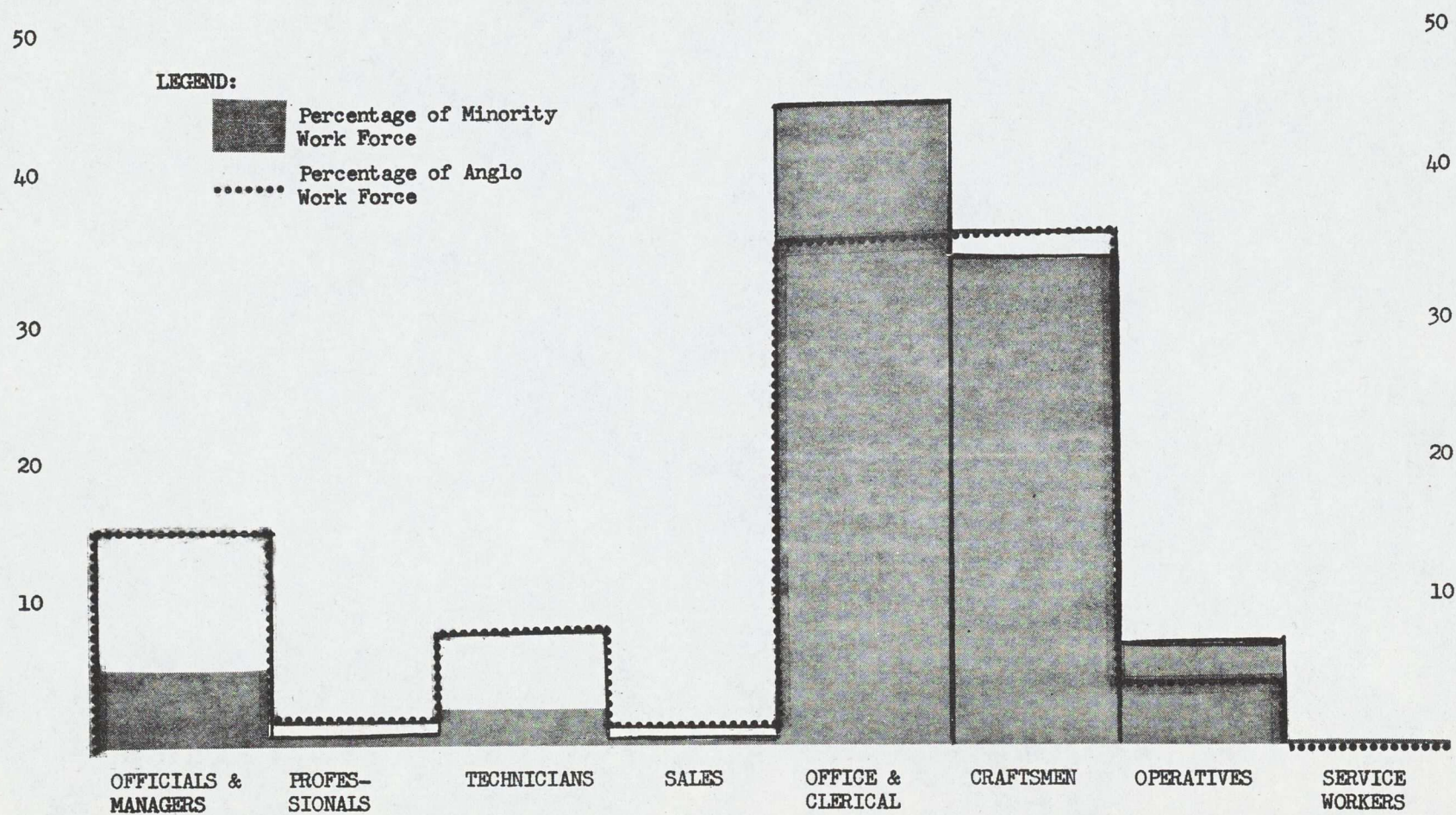
	A	B	C	D	E	Span. Sur.	Blk.	Ori- ental	Amr. Ind.
Officials & Managers	2,595	13.8	135	5.5	5.2	84	29	18	4
Professionals	223	1.2	10	0.4	4.5	3	4	3	
Technicians	1,207	6.4	64	2.6	5.3	42	9	12	1
Sales	142	0.8	5	0.2	3.5	2	2		1
Office & Clerical	7,017	37.2	1,121	45.8	16.0	547	468	96	10
Craftsmen	6,794	36.0	920	37.6	13.5	646	182	75	17
Operatives	853	4.5	187	7.6	21.9	114	62	10	1
Service Workers	19	0.1	6	0.2	31.6	2	2	1	
TOTALS	18,850	100.0	2,448	100.0	13.0	1,440	759	215	34

- A. Total number in category.  
 B. % of work force.  
 C. Number of minorities.  
 D. % of minority work force.  
 E. Minority % of category.



GRAPH A

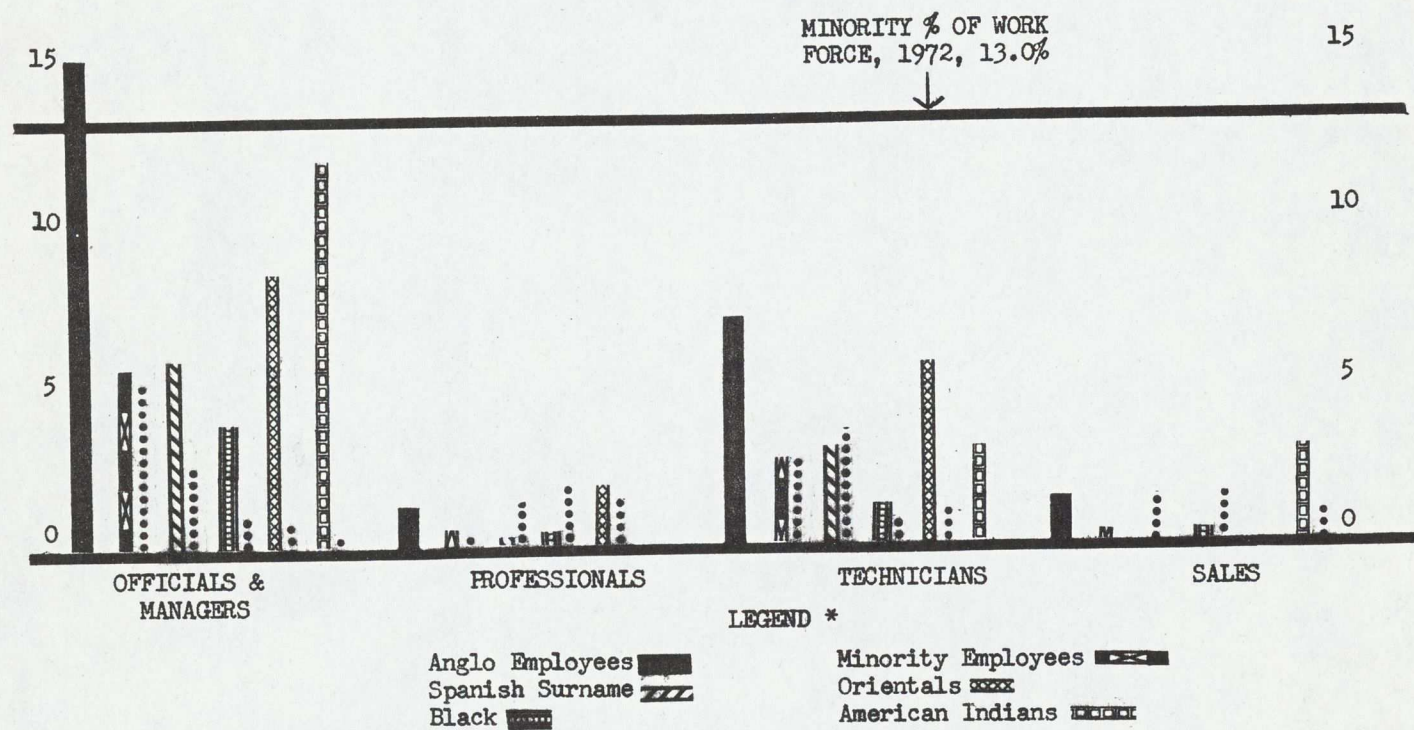
DISTRIBUTION OF ANGLO AND MINORITY WORK FORCE





GRAPH B (1)

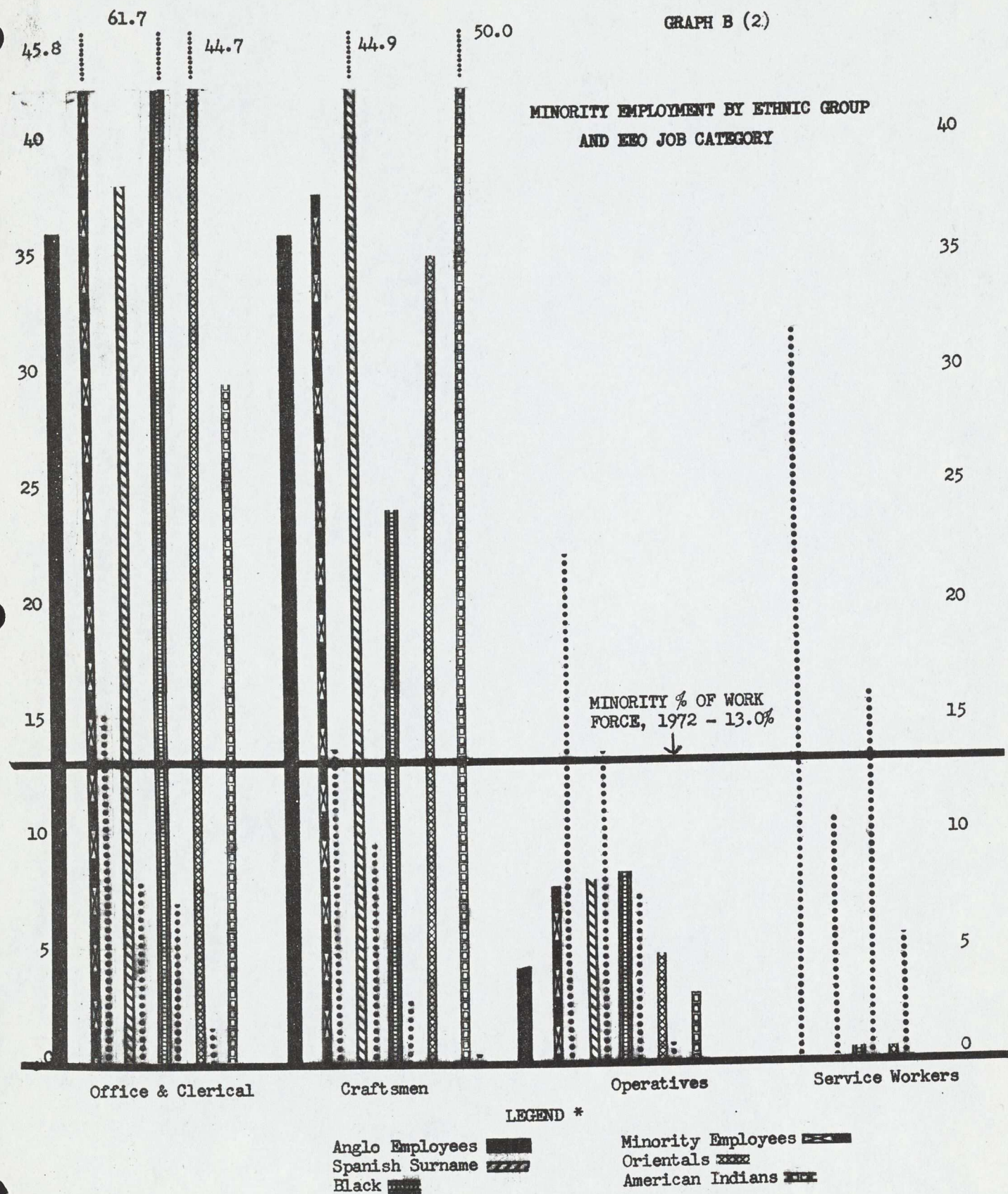
MINORITY EMPLOYMENT BY ETHNIC GROUP AND EEO JOB CATEGORY



\* Reflects percentage of work force in category.  
Percentage of category reflected by dotted line .....



GRAPH B (2)



\* Reflects percentage of work force in category.  
Percentage of category reflected by dotted line .....



TABLE II

BLACK 759 4.0% of Total W. F. 31.0% of Min. W. F.	Total No. Black in Category	% of Cate- gory That is Black	% of All Black in Work Force in Category	% of All Min- orities in Category Who are Black	% of Total Work Force Who are Black in Category
Officials & Managers A. 2,595 - 13.8 B. 135 - 5.5 C. 5.2	29	1.1	3.8	21.5	0.2
Professionals A. 223 - 1.2 B. 10 - 0.4 C. 4.5	4	1.8	0.5	40.0	.02
Technicians A. 1,207 - 6.4 B. 64 - 2.6 C. 5.3	9	0.7	1.2	14.1	.04
Sales A. 142 - 0.8 B. 5 - 0.2 C. 3.5	2	1.4	0.3	40.0	.01
Office & Clerical A. 7,017 - 37.2 B. 1,121 - 45.8 C. 16.0	468	6.7	61.7	41.7	2.5
Craftsmen A. 6,794 - 36.0 B. 920 - 37.6 C. 13.5	182	2.7	24.0	19.8	1.0
Operatives A. 853 - 4.5 B. 187 - 7.6 C. 21.9	62	7.3	8.2	33.2	0.3
Service Workers A. 19 - 0.1 B. 6 - 0.2 C. 31.6	3	15.8	0.4	50.0	.02

- A. Total number in category - % of total work force.  
 B. Total no. minorities in category - % of total minority work force.  
 C. % of category represented by minorities.



TABLE III

ORIENTAL 215 1.1 of Total W. F. 8.8 of Min. W. F.	Total No. Oriental in Category	% of Category That is Oriental	% of All Oriental in Work Force in Category	% of All Minorities in Category Who are Oriental	% of Total Work Force Who Are Oriental in Category
Officials & Managers A. 2,595 - 13.8 B. 135 - 5.5 C. 5.2	18	0.7	8.4	13.3	.09
Professionals A. 223 - 1.2 B. 10 - 0.4 C. 4.5	3	1.3	1.4	30.0	.01
Technicians A. 1,207 - 6.4 B. 64 - 2.6 C. 5.3	12	1.0	5.6	18.8	.06
Sales A. 142 - 0.8 B. 5 - 0.2 C. 3.5	-	-	-	-	-
Office & Clerical A. 7,017 - 37.2 B. 1,121 - 45.8 C. 16.0	96	1.4	44.7	8.6	0.5
Craftsmen A. 6,794 - 36.0 B. 920 - 37.6 C. 13.5	75	1.1	34.9	8.2	0.4
Operatives A. 853 - 4.5 B. 187 - 7.6 C. 21.9	10	1.2	4.7	5.3	.05
Service Workers A. 19 - 0.1 B. 6 - 0.2 C. 31.6	1	5.3	0.5	16.7	.01

- A. Total number in category - % of total work force.  
 B. Total number minorities in category - % of total minority work force.  
 C. % of category represented by minorities.



TABLE IV

AMERICAN INDIAN 34 0.2 of Total W. F. 1.4 of Min. W. F.	Total No. Amer. Ind. in Category	% of Cate- gory That is Amer. Ind.	% of All Amer. Ind. in Work Force in Category	% of All Min- orities in Category Who are Amer. Ind.	% of Total Work Force Who are Amer. Ind. in Cate- gory
Officials & Managers A. 2,595 - 13.8 B. 135 - 5.5 C. 5.2	4	0.2	11.8	3.0	.02
Professionals A. 223 - 1.2 B. 10 - 0.4 C. 4.5	-	-	-	-	-
Technicians A. 1,207 - 6.4 B. 64 - 2.6 C. 5.3	1	.08	2.9	1.6	0.1
Sales A. 142 - 0.8 B. 5 - 0.2 C. 3.5	1	0.7	2.9	20.0	0.1
Office & Clerical A. 7,017 - 37.2 1,121 - 45.8 C. 16.0	10	0.1	29.4	0.9	0.5
Craftsmen A. 6,794 - 36.0 B. 920 - 37.6 C. 13.5	17	0.3	50.0	1.8	.09
Operatives A. 853 - 4.5 B. 187 - 7.6 C. 21.9	1	0.1	2.9	0.5	0.1
Service Workers A. 19 - 0.1 B. 6 - 0.2 C. 31.6	-	-	-	-	-

- A. Total number in category - % of total work force.  
 B. Total number minorities in category - % of total minority work force.  
 C. % of category represented by minorities.



TABLE V

SPANISH SURNAME 1,440 7.6 of Total W. F. 58.8 of Min. W. F.	Total No. Span. Sur. in Category	% of Cate- gory That is S./S.	% of All S./S. in Work Force in Category	% of All Mi- norities in Category Who are S./S.	% of Total Work Force Who are S./S. in Category
Officials & Managers A. 2,595 - 13.8 B. 135 - 5.5 C. 5.2	84	3.2	5.8	62.2	0.4
Professionals A. 223 - 1.2 B. 10 - 0.4 C. 4.5	3	1.3	0.2	30.0	.01
Technicians A. 1,207 - 6.4 B. 64 - 2.6 C. 5.3	42	3.5	2.9	65.6	0.2
Sales A. 142 - 0.8 B. 5 - 0.2 C. 3.5	2	1.4	0.1	40.0	.01
Office & Clerical A. 7,017 - 37.2 1,121 - 45.8 C. 16.0	547	7.8	38.0	48.8	2.9
Craftsmen A. 6,794 - 36.0 B. 920 - 37.6 C. 13.5	646	9.5	44.9	70.2	3.4
Operatives A. 853 - 4.5 B. 187 - 7.6 C. 21.9	114	13.4	7.9	61.0	0.6
Service Workers A. 19 - 0.1 B. 6 - 0.2 C. 31.6	2	10.5	0.1	33.3	.01

- A. Total number in category - % of total work force.  
 B. Total number minorities in category - % of total minority work force.  
 C. % of category represented by minorities.



TABLE VI

## EASTERN AREA: MINORITY EMPLOYMENT BY WORK LOCATION

	% of Area W.F. in Div.	Minority % of W.F.	Minority % of Pop.	ETHNIC PERCENTAGES					
				SPANISH SURNAME W. F. Pop.	BLACK W. F. Pop.	ORIENTAL W. F. Pop.	AM. IND. W. F. Pop.		
Baldwin Park 380	6.4	7.6	35.8	6.3 32.4	.2 2.0	.5 1.1	.6 .3		
Covina 503	8.5	10.5	9.1	7.0 6.9	2.5 .7	.6 1.3	.4 .2		
La Puente 213	3.6	13.6	33.1	9.9 28.5	2.8 2.3	.9 2.1	0 .2		
Monrovia 324	5.5	5.2	33.7	1.8 13.4	1.8 18.3	1.6 1.8	0 .2		
Ontario 356	6.0	8.7	19.3	5.7 17.1	1.9 1.4	1.1 .6	0 .2		
Palm Springs 926	15.6	16.6	38.6	11.9 32.1	3.8 4.5	.7 1.4	.2 .6		
Pomona 999	16.9	10.1	27.2	6.3 16.8	3.0 9.4	.6 .8	.2 .2		
Redlands 931	15.7	9.5	23.6	6.4 15.4	2.5 6.2	.4 .9	.2 1.1		
San Bern. 561	9.5	13.7	36.3	7.3 20.3	5.8 15.1	.2 .7	.4 .2		
Gen'l. Sup. & Transp. 732	12.4	22.1	27.2	16.4 16.8	4.6 9.4	1.1 .8	0 .2		
TOTALS	31.8 *	12.5	27.5	8.5 20.3	3.2 5.7	.6 1.1	.2 .4		

\* % of company work force in area.

# Number of employees in Division.



TABLE VII

## EASTERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	12.8	7.0	4.3	21.7	3.9
Professionals	0.1	0.1	-	28.6	-
Technicians	5.3	0.8	2.0	5.9	4.3
Sales	0.9	0.3	0.2	14.0	2.3
Office & Clerical	38.0	89.4	50.0	93.9	15.1
Craftsmen	42.9	2.4	43.4	2.3	11.6
Operatives	-	-	-	-	-
Service Workers	.02	-	0.2	-	100.0

Area Summary

Minority work force: 12.5%

Minority population: 27.5%

Female work force: 37.5%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE VIII

## NORTHERN AREA: MINORITY EMPLOYMENT BY WORK LOCATION

	% of Area W.F. in Div.	Minority % of W. F.	Minority % of Pop.	ETHNIC PERCENTAGES							
				SPANISH SURNAME W. F. Pop.	BLACK W. F. Pop.	ORIENTAL W. F. Pop.	AM. IND. W. F. Pop.				
Granada Hills 172 #	2.3	16.8	29.4	7.5 15.9	8.1 11.4	1.2 1.9	0 .2				
Lancaster 192	2.6	2.0	10.9	.5 5.2	1.0 3.0	.5 1.4	0 .6				
Marina 533	7.2	22.1	44.1	10.3 20.9	7.8 18.1	3.6 4.6	.4 .5				
Oxnard 727	9.9	10.8	28.9	7.5 22.4	3.0 3.7	.3 2.5	0 .3				
San Fernando 689	9.4	12.7	46.9	7.7 26.8	4.2 17.1	.7 2.7	.1 .3				
Santa Barb. 769	10.5	11.3	25.0	9.1 20.5	1.9 2.6	.3 1.6	0 .3				
Santa Maria 389	5.3	9.7	25.1	7.9 17.8	1.0 4.2	.5 2.7	.3 .4				
Santa Monica 1,959	26.6	17.4	15.7	8.2 8.3	6.9 4.9	2.1 2.3	.2 .2				
West L. A. 889	12.1	23.1	23.9	10.4 13.4	10.6 4.6	2.0 5.3	.1 .6				
General Ofc. 1,039	14.1	10.7	15.7	6.0 8.3	3.1 4.9	1.3 2.3	.3 .2				
TOTALS	39.5 *	14.9	31.0	8.0 19.4	5.4 8.4	1.4 2.9	0.2 .3				

# Number of employees in Division.

\* % of company work force in area



TABLE IX

NORTHERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY  
(not including General Office)

	A	B	C	D	E
Officials & Managers	12.9	7.3	6.5	24.7	7.8
Professionals	0.2	0.1	0.1	18.2	9.0
Technicians	4.2	1.1	2.1	11.5	7.9
Sales	0.9	0.4	0.1	20.0	.02
Office & Clerical	40.5	87.8	44.5	94.7	17.1
Craftsmen	41.1	3.2	46.6	3.5	17.6
Operatives	-	-	-	-	-
Service Workers	.03	.04	-	50.0	-

Area Summary

Minority work force: 14.9%

Minority population: 31.0

Female work force: 42.7%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE X

## GENERAL OFFICE: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	18.1	11.2	6.8	21.1	5.7
Professionals	6.0	1.0	1.4	6.0	3.5
Technicians	15.2	8.7	4.9	19.5	4.9
Sales	0.3	0.3	0.2	44.4	11.1
Office & Clerical	24.2	63.6	35.7	90.1	22.4
Craftsmen	10.8	3.1	13.6	9.9	19.2
Operatives	25.1	12.0	36.5	16.4	22.1
Service Workers	0.4	-	1.0	-	38.5

General Office Summary

Minority work force: 10.7%

Minority population: 15.7%

Female work force: 34.2%

## LEGEND

- A. % of General Office Work force in category.
- B. % of General Office females in category.
- C. % of General Office minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE XI

## SOUTHERN AREA: MINORITY EMPLOYMENT BY WORK LOCATION

	% of Area W.F. in Div.	Minority % of W.F.	Minority % of Pop.	ETHNIC PERCENTAGES							
				SPANISH SURNAME		BLACK		ORIENTAL		AM. IND.	
				W. F.	Pop.	W. F.	Pop.	W. F.	Pop.	W. F.	Pop.
Bellflower 417 #	7.8	6.9	22.7	5.3	20.1	.9	.3	.7	1.8	0	.5
Downey 537	10.0	10.6	16.3	7.7	15.1	1.8	.1	.9	.9	.2	.2
Lakewood 473	8.8	10.7	12.7	5.0	7.3	4.4	2.6	1.3	2.6	0	.2
Long Beach 1,612	30.1	13.0	29.8	4.5	5.8	6.8	19.8	1.4	3.9	.3	.3
Orange 885	16.5	4.9	8.4	3.9	6.0	.2	.2	.7	2.0	.1	.2
South Bay 785	14.7 15.0	15.0	10.2	9.3	6.5	2.5	.3	1.9	3.1	.3	.4
Whittier 649	12.1	11.0	36.3	10.0	34.9	.3	.0	.6	1.2	.1	.2
TOTALS	28.8 *	10.8	18.5	6.2	14.0	3.3	2.0	1.1	2.2	.2	.3

# Number of employees in Division.

\* % of company work force in area.



TABLE XII

## SOUTHERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	12.4	6.9	3.6	26.2	3.3
Professionals	0.2	.08	0.2	22.2	11.1
Technicians	3.9	0.8	1.4	9.6	4.1
Sales	0.7	.08	0.3	5.6	5.6
Office & Clerical	42.8	87.9	58.2	96.6	15.4
Craftsmen	40.0	4.2	35.9	4.9	10.2
Operatives	-	-	-	-	-
Service Workers	.03	.08	-	100.0	-

Area Summary

Minority work force: 10.8%

Minority population: 18.5%

Female work force: 45.2%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



GRAPH C  
GENERAL TELEPHONE: DISTRIBUTION OF WORK FORCE  
Minority and Non-Minority

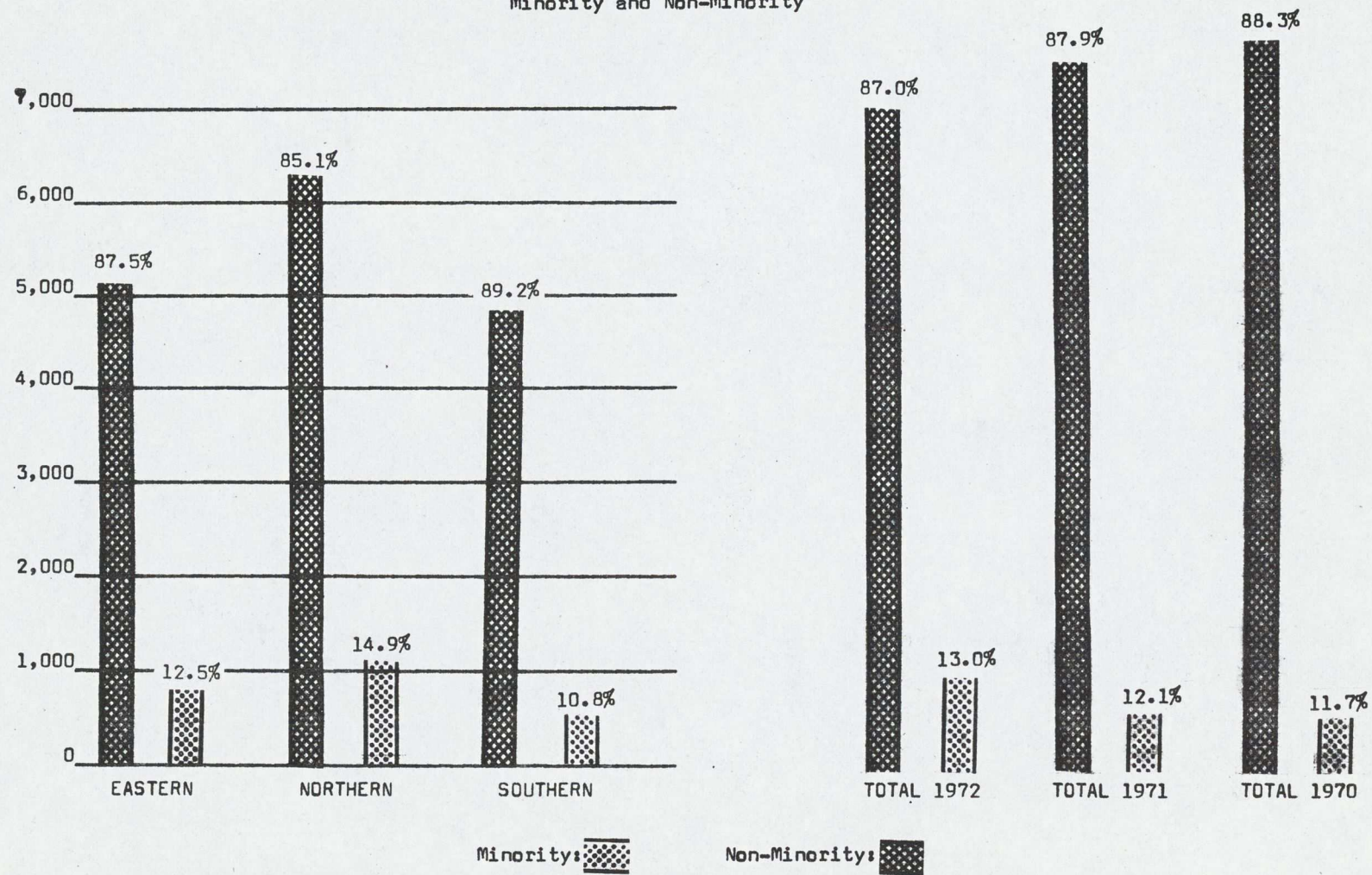




TABLE XIII

CHANGES IN MINORITY EMPLOYMENT 1968-1972

	JULY 1972 18,850	MARCH 1971 20,129	MARCH 1970 20,503	JAN. 1969 21,236	JAN. 1968 19,676
TOTAL EMPLOYEES:					
SPANISH SURNAME	1,440	1,429	1,389	1,360	726
% of work force	7.6	7.1	6.8	6.4	3.7
% of minority w.f.	58.8	60.0	62.2	61.9	58.4
BLACK	759	734	628	616	362
% of work force	4.0	3.6	3.1	2.9	1.8
% of minority w.f.	31.0	30.8	28.1	28.1	29.0
ORIENTAL	215	181	180	179	129
% of work force	1.1	0.9	0.9	0.8	0.7
% of minority w.f.	8.8	7.6	8.1	8.2	10.4
AMERICAN INDIAN	34	36	35	41	27
% of work force	0.2	0.2	0.2	0.2	0.1
% of minority w.f.	1.4	1.5	1.6	1.9	2.2
TOTAL MINORITY	2,448	2,380	2,232	2,196	1,244
MINORITY % OF WORK FORCE	13.0	11.8	10.9	10.3	6.3



## FEMALE EMPLOYMENT PATTERN

Historically, General Telephone has utilized women in at least 40% of their jobs. And, historically, General Telephone has utilized most of these women in jobs commanding the lowest pay rate and having the least advancement potential.

As of July, 1972, women comprised 41.7% of the work force. 84.6% were in Office and Clerical positions. While 30.6% of the male employees are in the four top EEO categories, 10.2% of the female employees are at the same levels. Table XIV, which compares male and female distribution through the work force, clearly demonstrates the failure of women to achieve equal opportunity. The status of minorities at General Telephone is effected by sex discrimination because 47.8% of the minority work force are women. Table XV compares ethnic groups on the basis of sex. 64.6% of the Black employees are women, which accounts for the failure of Black employees to match the earnings and job levels of other minorities. 40.3%, 40.9%, and 35.3% of Spanish Surname, Oriental and American Indian respectively are women. 40.8% of the Anglo work force are women. Female employment has changed little since 1968, as noted in Table XVI. But the employment of minority females has increased substantially. In 1968, 6.2% of female employees were minorities. In 1972, minorities represented 14.9% of the female work force.

Tables VII, IX, X, and XII show that the distribution of women according to EEO job categories varies little from one work location to another. In all areas, women are underutilized, and in too many instances, underpaid when compared to the wage rate earned by men performing tasks that require fewer skills. Classifications predominantly male entail what was described as simple, structured, assembly line type of work which does not require judgmental decisions. Toll operators, on the other hand, have responsibilities that are far more complex and involve the tact necessary for maintaining good customer relations. Yet Toll Operators and Customer Service Representatives, almost 100% female, earn considerably less than men in less demanding jobs. This is equally true at the management level where Service Center Foremen are in a salary range of \$940 to \$1,450 and Traffic Supervisors, who have similar responsibilities, are in a salary range of \$615 to \$950. The earning power of female employees is



discussed in the Section on "Upgrading." It should be noted from the outset, however, that lack of upward mobility is only one deterrent to a more favorable financial situation for female employees. A special task force at GTE should study the wage structure of those jobs traditionally held by women & make appropriate adjustments.



TABLE XIV

1972 FEMALE EMPLOYMENT PATTERN

	MALE		FEMALE			MINORITY FEMALES			
	A	B	A	B	C	Number in Each Category			
						S.S.	BLACK	ORIENTAL	AM. IN.
Officer & Manager	1,986	18.1	609	7.7	23.5	26	17	1	2
Professional	205	1.9	18	0.2	8.1		2		
Technical	1,048	9.5	159	2.0	13.2	2	3	1	
Sales	120	1.1	22	0.3	15.5		1		
Office & Clerical	365	3.3	6,652	84.6	94.8	520	448	84	10
Craftsmen	6,532	59.5	262	3.3	3.9	14	14	1	
Operatives	714	6.5	139	1.8	16.3	18	5	1	
Service Workers	16	0.1	3	.04	15.8				
TOTALS	10,986		7,864			580	490	88	12

- A. Number in category  
 B. Per cent of work force  
 C. Per cent of category



GRAPH D  
DISTRIBUTION OF MALE AND FEMALE WORK FORCE

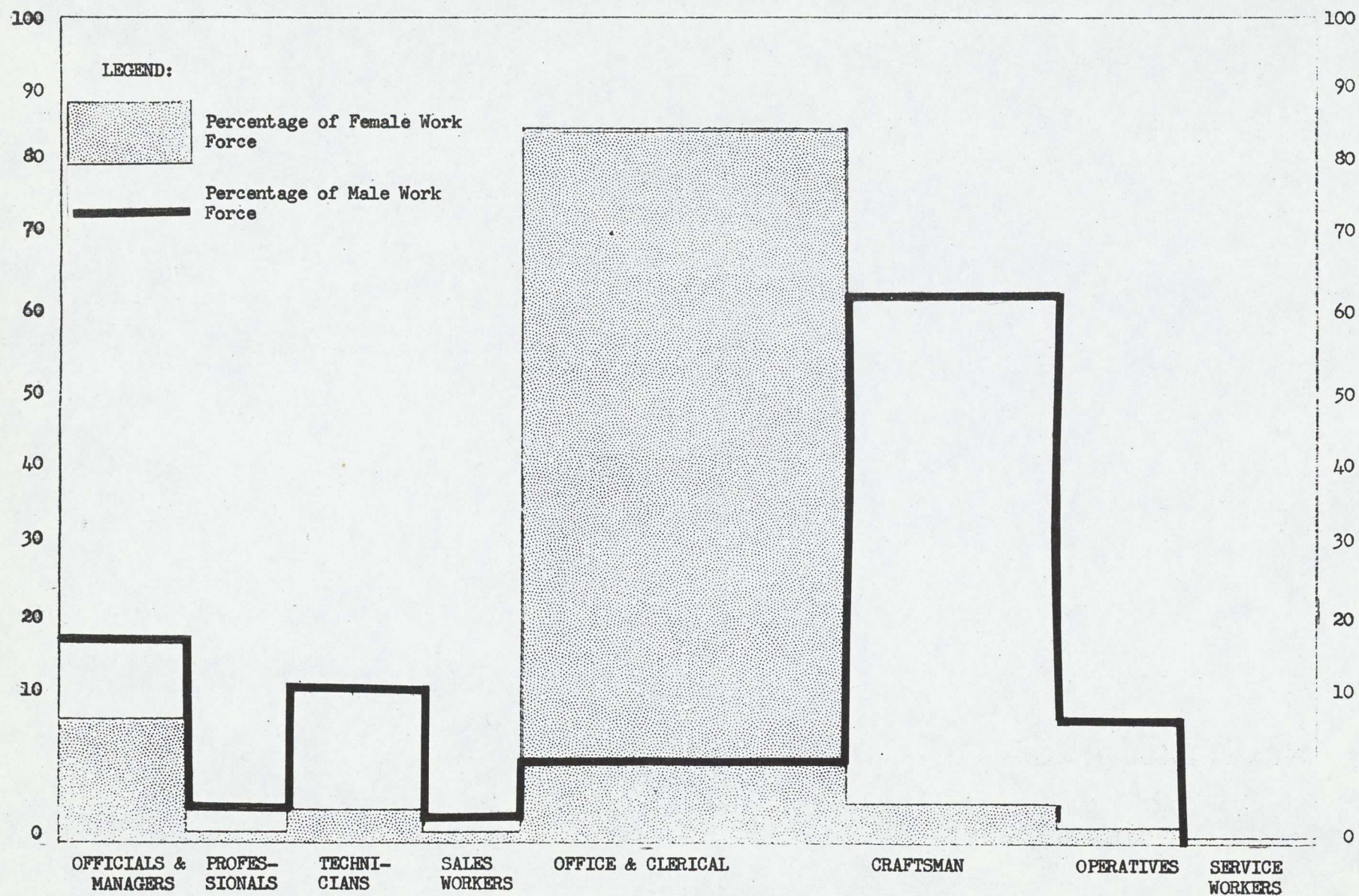




TABLE XV

FEMALE AND MALE EMPLOYMENT BY ETHNIC GROUP

MALE & FEMALE	SPANISH SURNAME 1440	BLACK 759	ORIENTAL 215	AMERICAN INDIAN 34	TOTAL MINORITY 2448
1. Number of Female	580	490	88	12	1170
2. % female work force	7.4	6.2	1.1	0.2	14.9
3. Number of male	860	269	127	22	1278
4. % male work force	7.8	2.4	1.2	0.2	11.6
5. Female % of group	40.3	64.6	40.9	35.3	47.8
6. Male % of group	59.7	35.4	59.1	64.7	52.2

Anglo Females: 40.8% Anglo work force  
85.1% of female work force

Anglo Males: 59.2% Anglo work force  
88.4% of male work force

Minority Females: 47.8% of minority work force  
14.9% of female work force

Minority Males: 52.2% of minority work force  
11.6% of male work force



TABLE VII

## EASTERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	12.8	7.0	4.3	21.7	3.9
Professionals	0.1	0.1	-	28.6	-
Technicians	5.3	0.8	2.0	5.9	4.3
Sales	0.9	0.3	0.2	14.0	2.3
Office & Clerical	38.0	89.4	50.0	93.9	15.1
Craftsmen	42.9	2.4	43.4	2.3	11.6
Operatives	-	-	-	-	-
Service Workers	.02	-	0.2	-	100.0

Area Summary

Minority work force: 12.5%

Minority population: 27.5%

Female work force: 37.5%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE IX

NORTHERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY  
(not including General Office)

	A	B	C	D	E
Officials & Managers	12.9	7.3	6.5	24.7	7.8
Professionals	0.2	0.1	0.1	18.2	9.0
Technicians	4.2	1.1	2.1	11.5	7.9
Sales	0.9	0.4	0.1	20.0	.02
Office & Clerical	40.5	87.8	44.5	94.7	17.1
Craftsmen	41.1	3.2	46.6	3.5	17.6
Operatives	-	-	-	-	-
Service Workers	.03	.04	-	50.0	-

Area Summary

Minority work force: 14.9%

Minority population: 31.0

Female work force: 42.7%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE X

GENERAL OFFICE: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	18.1	11.2	6.8	21.1	5.7
Professionals	6.0	1.0	1.4	6.0	3.5
Technicians	15.2	8.7	4.9	19.5	4.9
Sales	0.3	0.3	0.2	44.4	11.1
Office & Clerical	24.2	63.6	35.7	90.1	22.4
Craftsmen	10.8	3.1	13.6	9.9	19.2
Operatives	25.1	12.0	36.5	16.4	22.1
Service Workers	0.4	-	1.0	-	38.5

General Office Summary

Minority work force: 10.7%

Minority population: 15.7%

Female work force: 34.2%

LEGEND

- A. % of General Office Work force in category.
- B. % of General Office females in category.
- C. % of General Office minorities in category.
- D. % of category female.
- E. % of category minority.



TABLE XII

## SOUTHERN AREA: EMPLOYMENT PATTERN BY JOB CATEGORY

	A	B	C	D	E
Officials & Managers	12.4	6.9	3.6	26.2	3.3
Professionals	0.2	.08	0.2	22.2	11.1
Technicians	3.9	0.8	1.4	9.6	4.1
Sales	0.7	.08	0.3	5.6	5.6
Office & Clerical	42.8	87.9	58.2	96.6	15.4
Craftsmen	40.0	4.2	35.9	4.9	10.2
Operatives	-	-	-	-	-
Service Workers	.03	.08	-	100.0	-

Area Summary

Minority work force: 10.8%

Minority population: 18.5%

Female work force: 45.2%

## LEGEND

- A. % of Area work force in category.
- B. % of Area females in category.
- C. % of Area minorities in category.
- D. % of category female.
- E. % of category minority.



GRAPH E

GENERAL TELEPHONE: DISTRIBUTION OF WORK FORCE

Male and Female

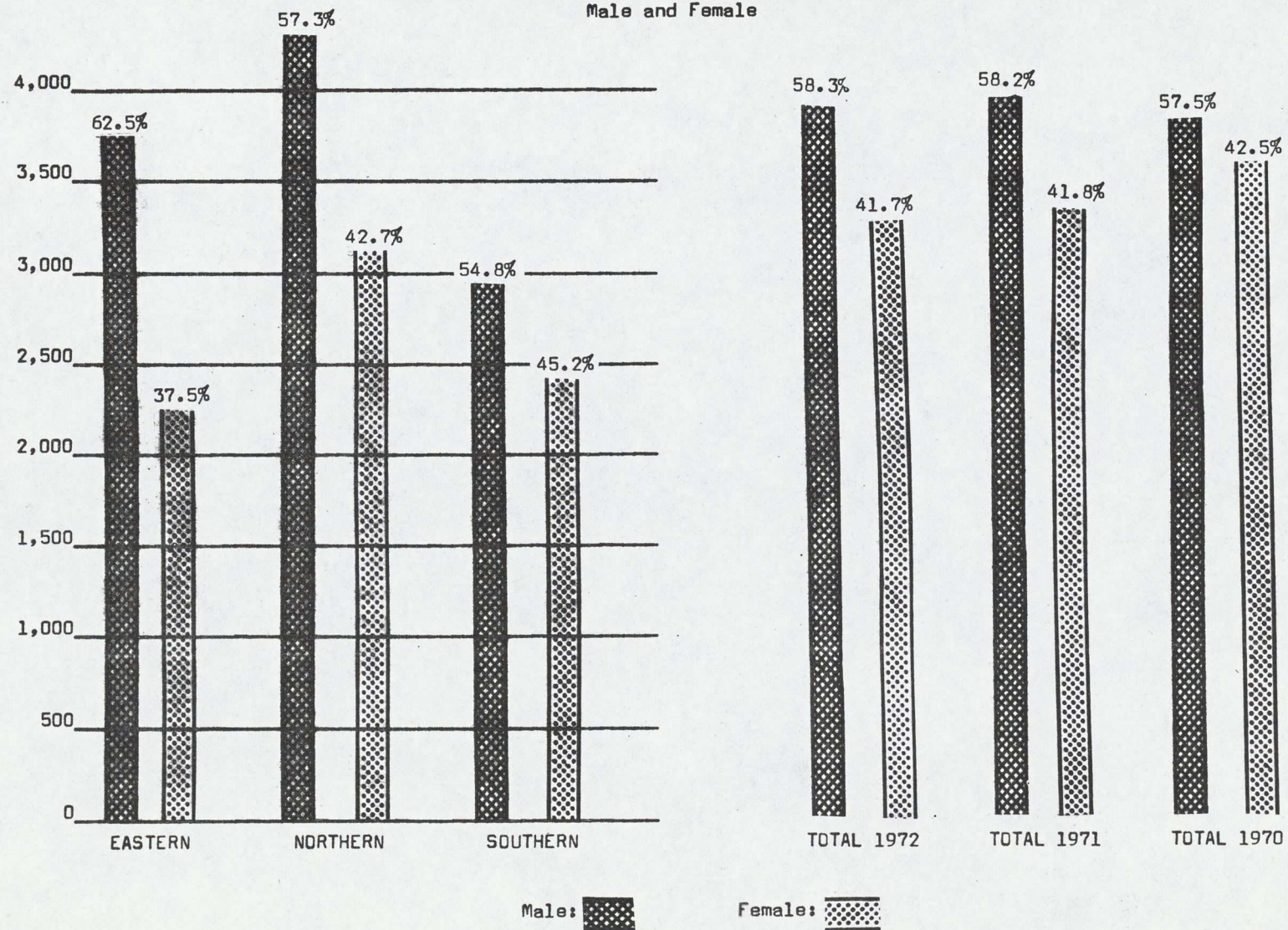




TABLE XVI

## CHANGES IN FEMALE EMPLOYMENT: 1968 - 1972

Year:	July 1972	Mar. 1971	Mar. 1970	Jan. 1969	Jan. 1968
Total Employees	18,850	20,129	20,503	21,236	19,676
Number Females	7,869	8,472	8,426	8,690	7,943
Female % of Work Force	41.7	42.1	41.0	40.9	40.4
MINORITY FEMALES					
Spanish Surname	580	557	507	474	251
% Female W. F.	7.4	6.6	6.0	5.5	3.2
% Min. W. F.	23.7	23.4	22.7	21.6	20.2
Black	490	451	356	332	198
% Female W. F.	6.2	5.3	4.2	3.8	2.5
% Min. W. F.	20.0	18.9	15.9	15.1	15.9
Oriental	88	62	62	59	40
% Female W. F.	1.1	0.7	0.7	0.7	0.5
% Min. W. F.	3.6	2.6	2.8	2.7	3.2
Amer. Ind.	12	12	7	12	7
% Female W. F.	0.2	0.1	0.1	0.1	0.1
% Min. W. F.	0.5	0.5	0.3	0.5	0.6
Total Min. Females	1,170	1,082	932	877	496
% Female W. F.	14.9	12.8	11.1	10.1	6.2
% Min. W. F.	47.8	45.5	41.8	39.9	39.9
Anglo Females	6,699	7,390	7,494	7,813	7,447
% Anglo W. F.	40.8	41.6	41.0	41.0	40.4



## RECRUITMENT

Recruitment for hourly employees is handled through the employment offices. Some recruitment efforts are also undertaken by the equal opportunity staff. At the request of the Consultant, every area submitted a list of their recruitment resources. Since the lists included some elementary and junior high schools, it was immediately apparent that "public relations" was frequently confused with "recruitment". A questionnaire (see Exhibit C) was sent to approximately 200 of the resources listed. Almost half responded, reporting a total of 63 minority hires that they knew of during 1972.

General Telephone has never evaluated the results of their recruitment efforts. The long lists submitted give the impression that a great deal of time and energy go into this activity. The responses to the questionnaire, however, indicate that current recruitment efforts are not productive.

Of the 44 high schools and unified school districts who responded, 18 had never been contacted; 19 were contacted but had never received job orders. Of the 11 colleges who responded, 4 had never been contacted and only 5 received job orders. Of the 24 adult schools, community and private agencies who responded, only 8 had received job orders. Those eight reported 27 minority hires. Because the HRD offices now work through job banks, it was more difficult to track down the results of their contact with General Telephone. As best as could be determined, job orders placed with HRD resulted in only 23 minority hires. Most discouraging was information from the San Bernardino job bank which handles statistical data for Pomona, Ontario, Riverside, and San Bernardino. They reported only two hires.

Several of the schools were most laudatory in their remarks about General Telephone. The company's representatives had come to their schools to explain what kinds of job opportunities were offered by General Telephone and to discuss how to prepare for an interview. Their attractive brochure called "Tips for Job Seekers" (Exhibit D) is a well written guide that is distributed at schools and community agencies. The Long Beach Unified School District was particularly enthusiastic about presentations made by the equal opportunity representatives. These kinds of contacts with high schools pro-



vide a service; it is questionable if they produce minority applicants. General Telephone should design a system to estimate from the applicant flow what percentage of job seekers are from the schools and community agencies where personal visitations were made. They may find this time consuming activity is more appropriate as a function of the Public Information Department.

Some resources had not been contacted until after this investigation was initiated. Others had very negative comments, such as:

"We have made several contacts with the local telephone office with no cooperation."

"Called on several occasions with qualified candidates but told they weren't hiring."

"The company has a rather negative outlook."

"We have not been able to place any minorities at the telephone company for the past two years."

"Once a year contacts don't show much affirmative action."

"Approximately one week before receiving your letter, we received a notice from General Telephone advising us that they are an Equal Employment Agency. As director of a county-wide training program, and as an involved minority member of this community, I wish to state that to my knowledge General Telephone has been negligent of any type of Affirmative Action Program."

GTE may feel there is no need to emphasize recruitment for hourly positions because minority walk-in traffic is sufficiently heavy to have enabled a 32.3% minority hiring rate during the first six months of 1972. Such complacency is a mistake in view of the following considerations:



1. Until a greater number of positions are made available for new hires, this rate may not be sufficient to meet their goals as it results in relatively few minorities being added to the payroll. This becomes even more significant when related to the number of minorities terminated; i.e., little net gain.
2. The minority percentage of applicants does not come close to reflecting the ethnic make-up of the communities which have access to GTE facilities.
3. There appears to be a preponderance of minimally skilled minority applicants. This can be a deterrent to hiring a good mix that will create a base from which to draw minorities for promotional opportunities.

These three points will be expanded upon in subsequent sections of the report.

The responsibility for professional recruitment rests with the Professional Placement Representative in the General Office. Most hiring is done from responses to newspaper ads. Resumes are mailed in and a select number are called for interviews. Mexican Americans and Orientals may be identified on the basis of name; otherwise it is only at the point of an interview that minority candidates are identified. Some resumes may be received from applicants referred by a local employment office. College recruitment is minimal. A letter was sent to a number of college presidents requesting information on the make-up of the student body. Responses were limited. There are no professional recruitment materials. The parent company's annual report is the only informational piece used for this purpose and it is wholly inadequate. It is not related to the California company, does not describe career opportunities, has few pictures of minorities and nowhere makes mention of GTE being an equal opportunity employer.

The excuse for only a superficial professional recruitment effort is that there have been few vacancies. The reduction in management hiring



is no reason for not pursuing the establishment of close liaison with resources that could refer candidates as future openings materialize. The Professional Placement Representative seems to have a genuine interest in finding minority and female candidates, but he is not laying the necessary groundwork.

The company purports to place great emphasis on recruitment. Yet it fails to utilize one of the most obvious avenues as a tool to create the image of a company affirmatively seeking minority employees. None of their display ads are integrated. They even fail to include the statement "An equal opportunity employer".



## APPLICANT FLOW AND HIRING STATISTICS

Recruitment efforts were found to be both unproductive and inadequate. Nevertheless, in 1972 there was some improvement in the minority applicant flow and vast improvement in the minority hiring rate for hourly employees. It is interesting to examine the figures by area in order to relate them to the minority population. Early in 1972 the company reorganized its four divisions into three. Therefore, a comparison by area can only be made for the first quarter of each year when there were the same divisional lines:

		Min. % of Pop.	Min. % of Appl.	Min. % of Hires.
CENTRAL	1971	23.5	15.7	8.7
	1972		21.6	30.2
EASTERN	1971	22.9	14.3	22.4
	1972		18.6	33.8
NORTHERN	1971	41.8	7.1	14.5
	1972		6.1	24.8
SOUTHERN	1971		8.6	17.1
	1972	14.7	10.6	41.7

The population figures used above were taken from GTE's 1971 affirmative action program. They were computed on the basis of the 1969 school enrollment (Grades K - 12) in their operating territory. They should not be interpreted as figures which accurately represent the ethnic make up of the communities from which GTE would reasonably draw its work force. Their figures are used merely to provide some frame of reference. Since the reorganization, new figures for the three areas have been established as noted in the statistical tables at the rear of the section on minority employment.

By looking at the total company figures, it is possible to examine



changes in applicant flow and rate of minority hiring according to ethnic group.

SPANISH SURNAME	1971	1972
% of all applicants	5.8	8.7
% of all hires	8.3	15.0
% of minority applicants	53.2	54.0
% of minority hires	50.4	46.6
BLACK	1971	1972
% of all applicants	4.5	6.4
% of all hires	7.1	14.4
% of minority applicants	41.1	40.0
% of minority hires	42.9	44.5
ORIENTAL	1971	1972
% of all applicants	0.6	0.9
% of all hires	1.1	2.8
% of minority applicants	5.4	5.6
% of minority hires	6.4	8.6
AMERICAN INDIAN	1971	1972
% of all applicants	.03	.07
% of all hires	.04	.09
% of all minority applicants	0.4	0.4
% of minority hires	0.3	0.3

In comparing minority groups, it is seen that Spanish Surname represented a higher proportion of minority applicants than minority hires. Additionally, while the Spanish Surname proportion of minority applicants



increased slightly from 1971 to 1972, the Spanish Surname proportion of minority hires decreased. The converse was true for Blacks. The percentage of minority hires who are Black is substantially greater than the percentage of the minority population who are Black. The converse is true for Mexican Americans.

During the first six months of 1971, 11.0% of the applicants and 16.5% of the hires were minorities. During the first six months of 1972, 16.1% of the applicants and 32.5% of the hires were minorities. The number of minorities hired (348) represented only a slight increase but the number of Anglos hired (729) represents an approximate 58% decrease.

Despite a respectable hire rate, the actual numbers of minorities currently being added to the payroll are infinitesimal compared to what is needed to correct critical deficiencies in the work force. The sharp reduction in hiring presents a serious problem in terms of GTE's ability to increase minority employment. This situation is further compounded by the fact all vacant positions must be filled by transfer requests and only when there is no such request that qualifies for consideration can the vacancy be filled by a new hire. This provision in the union contract reduces employment opportunities. In 1971 there were 3,030 hires and 2,365 transfers. Not all of the latter represent potential new hire opportunities because of the ripple effect that accompanies any single transfer. However, it certainly would appear that a substantial number of openings are precluded from being offered on the job market because of this system. It not only limits the number of jobs, but the type of positions that are available. The more desirable classifications are filled by transfer, leaving the least desirable for new employees. In view of General Telephone's employment pattern, they cannot afford to continue this practice.

Applicant flow and hiring statistics for hourly employees were not reported on the basis of sex. Data was available on management new hires for both women and minorities. From January 4, 1971, through July 4, 1972, an 18-month period, there were 113 employees hired into management or professional positions. Nineteen (16.8%) were women; 14 (12.4%) were minorities—7 Spanish Surname, 3 Black, and 4 Oriental. During that same period of time,



there were 454 promotions into or within management. More minorities and females could be added to the management ranks if more vacancies were designated for new employees rather than for promotion. This would be particularly applicable in those instances where job slots were filled by employees with a relatively short length of service.

The Personnel Development Manager claimed that if a highly qualified, outstanding minority or female applied for a salaried position, he or she would be hired even if there was no immediate vacancy. However, when the Professional Placement Recruiter, who has the actual contact with applicants, was asked if such an arrangement were possible, he clearly stated that there was no way to hire an individual without a specific job requisition. If, in fact, GTE has the flexibility to "capture" an exceptional candidate, it is unfortunate that staff is not aware of it. It is also unfortunate that the equal opportunity representatives are not notified of job vacancies so that they might make maximum use of their contacts in making referrals.



## EMPLOYMENT PROCEDURES

The employment offices generally establish their own procedures for handling applicants, except for the paper work required by the General Office. There is a weighty employment manual which is supposed to be followed, but there is no consistency between offices regarding the extent to which the instructions it contains are implemented. Further, there is no way to assess the negative impact that could have occurred over the years if some of the instructions were implemented. Although the manual is now being rewritten, attention must be called, if only briefly, to at least some of the procedures which are completely incompatible with affirmative action.

1. On November, 1969, a memo was issued to the effect that a special task force had determined there was little support for the requirement of a high school diploma. Rather than waive the requirement, they instructed employment representatives to use their judgment and gave them the authority to waive the requirement on an individual basis. In August of 1970, a second memo was issued. Based on the same task force study, the decision was made to completely eliminate the diploma as a standard for employment, but this decision was not to be publicized outside of the company. This meant recruitment resources continued to operate on the premise that GTE required the diploma.
2. Employees were required to have a valid California Driver's License and a "safe driving record" even if the job did not require driving. Further, an applicant with six moving violations during the two prior years would be disqualified. Police relations with the community being what they are, the adverse effect of this provision is obvious.
3. A long list of military separation codes was furnished each employment office. Those codes marked with an "X" meant the veteran discharged on that basis was ineligible for



employment. At any point in time, many of the codes were ludicrous as a basis for disqualification. They are particularly unjustified as a basis for decision making in view of all the ramifications of present day military service. Four branches of the service were listed separately; the "ineligible" codes totalled over 300! The following are a few of the grounds for discharge which would eliminate an applicant:

- a. Inaptitude or unsuitability;
- b. Inadequate personality;
- c. Conscientious objector;
- d. Apathy and inability to expend proper effort;
- e. Not recommended for re-enlistment;
- f. Unsatisfactory handling of job affairs.

It well may be that employment representatives used good sense and ignored this kind of directive. And it hopefully may be that no applicant was actually disqualified on such flimsy grounds. This particular employment procedure is included in the report because it very definitely says something about the mind-set of the company.

- 4. The employment application asks for information that is not job related. Of particular concern is the portion that asks for arrests and/or convictions, including juvenile offenses. The Employment Administrator has just issued a new policy directive requiring information solely on convictions or /arrests pending decision.

A copy of the application is in the Appendix (Exhibit E). Those inquiries considered not to be job related have been marked with an "X". The sections marked "OIA" mean they should only be answered if the job being applied for requires driving.

Also in the appendix (Exhibit F) is a copy of a personnel work sheet used for new hires and transfers. It is a two-part form that is filled out for all applicants. One portion is



returned to the General Office. The information it contains enables the General Office to record on computers the "disposition" of every applicant. If the job seeker was not hired, the form shows the reason why. It also indicates ethnic code and sex. (General Telephone has an FEPC exemption.) In addition, there is a place to record the test scores. The data collected can be invaluable but the system is still in its formulative stages and the information is not yet being put to use. The form could be improved with some minor changes involving the elimination of some of the reasons for not hiring the applicant, i.e., "not suitable", "child care", "transportation", and by including a reference as to whether the application was placed in an active or inactive file. The second part of this form is retained in the employment office.

Though the offices set up whatever kind of filing system they feel is most useful, all have special files for candidates they are interested in recalling if an opening occurs. These "active" files contain many applications from minorities. There is little to differentiate the "active" from the "inactive" applications as, except in a few instances, there appears to be nothing particularly outstanding or noteworthy on the applications in the active file. This again raises the question as to whether or not there is an aggressive attempt to seek out applicants other than minimally qualified.

Based on interviews with employment personnel and reviews of the employment worksheets, it is obvious that there is no real effort to explore with female applicants the possibility of accepting a position in other than traditionally female areas. In one instance the prospective employee wrote on her application that she was interested in technical work, even named a craft classification as a specific job she was interested in. No special attention or handling was given this application.

The equal opportunity staff took a step in the right direction by preparing a short "Careers With General Telephone" statement (Exhibit G).



The statement simply says that career opportunities are classified in two major categories, craft and clerical, and that the applicant will be given full consideration for both categories "without regard to race, religion, color, national origin, age, or sex". It then lists examples of positions in each category. The statement says nothing to make the craft jobs sound appealing—the jobs listed all end in "\_\_\_\_men", and even fails to mention the fact that there are already many women at GTE working in craft jobs. "Careers With General Telephone" could be effective if rewritten in a more positive tone and handed to every female applicant. The original intent was for the statement to go with the application. In at least one office, they are just left on a table and may or may not be picked up.

It was surprising to find one employment office closed during a lunch hour. Persons currently employed but interested in a career change will frequently use their lunch period for job hunting. Since there are at least two GTE employees in every office, it is unreasonable to close at that time of day.



## TESTING

An important step in the employment process is testing. At General Telephone, the status of testing is in a state of confusion. The tests presently being used for each classification and the minimum scores are listed as Exhibit H. They are presently being revalidated; only two classifications have been completed. For the Operators classification, it was decided that there was no valid test. For Customer Representative, four of the tests will be eliminated and Blacks will be given one test; Spanish Surname, a different test; Anglos and other minorities, a third test. According to the validation study (which was based on performance predictability), each ethnic group's performance correlated to the test results when the different tests were used. It was therefore felt that this approach would make "adverse effect" impossible.

Testing records are not adequate. While the forms sent in by the employment offices are supposed to show test scores, no comprehensive data has been compiled. The only statistics available are those extracted from the employment worksheets submitted for two recent months. The information utilized does not show which tests were taken and the results, but only who was not hired because the tests (one or more—not identified) were failed. During the two-month period, 19 applicants were not hired on this basis. Eleven were Black; six were Spanish Surname.

No conclusions should be based on such a small sampling with incomplete data. Yet one cannot ignore the fact that of the group that failed—small though the group may be—89.5% were minorities.

General Telephone should request TACT to review their validation methodology. An outside professional validation study may be necessary. In the meantime, a complete testing records system should be immediately established.

It is unusual to find a typing test that has an adverse effect on minorities. It does not take much more than common sense and a little sensitivity to realize that Form A (Exhibit I) is an extremely poor choice.



Most applicants will be nervous in a test situation. Add to that the anxiety of a minority who is apprehensive about going into what may possibly be a hostile situation. Then, imagine that minority's reaction when the content of the typing test deals with America being the greatest nation in history—because its people are a free people—proud of its system of education where rich and poor can learn together—and have the right to the best learning that can be had. "Form A" must be replaced.



## FINAL SELECTION

For a little more than two years, all non-professional hiring has been through the employment offices where the personnel or employment representatives have the authority to select the successful candidate. The jump in minority hiring did not occur with the centralization of the selection process but was seen after General Telephone assigned personnel in the General Office the responsibility for affirmative action. The liaison between equal opportunity staff and the employment offices has resulted in more minorities getting jobs. It is doubtful that this would have occurred if final selection were still left to the countless supervisors throughout the system.

Although the number of minorities hired has increased, there are indications that the selection process needs to be more closely monitored with regard to the classifications into which minorities are hired and the salary established at the time of hire.

A random review of the personnel files raises questions as to the logic behind determining the classifications into which applicants are hired. For example:

1. Two women were hired the same day. The Anglo with one and a half years working experience was hired as a Customer Service Representative. The position pays \$2.61 an hour, which is more than the applicant was earning previously. The Black female who had nine years working experience was hired as an Operator. The position pays \$2.40 an hour, which is over a dollar an hour less than the applicant was earning previously.
2. An Anglo with no work experience was hired as a General Clerk at \$2.40 per hour. A Spanish Surname individual who applied earlier was hired the same week as a Mail Clerk at \$2.25 per hour. She had 13 months experience working as a Receptionist.



3. Anglos with little or no experience were hired as General Clerks or Service Clerks. A Spanish Surname woman with three years of clerical experience was hired as a Junior Clerk. A Black with two years office experience was hired as a Junior Clerk at \$2.25 per hour. An Anglo with only three months' clerical experience was hired as a Confidential Clerk, which pays \$2.61 per hour.
4. An Anglo male with physical limitations was rehired as a Frameman, earning \$3 per hour. Two years prior, he had worked six months as a Lineman. A Spanish Surname male had related training in the military. He was a communications sergeant and completed a course in pole climbing. He was hired as an Operator at \$2.55 per hour.

These are just a few of numerous incongruities that were discovered in checking almost 100 files. Even more bewildering was the basis on which wage credit was given. "Wage credit" enables a new hire to earn more than the starting rate. Credit is given for prior work experience, education and military service...but never with any consistency. The system appears to work to the advantage of Anglos but rarely to the advantage of minorities, despite the similarity of circumstances:

1. An Anglo was hired as a Utilityman at \$3.51 per hour. Some limited working experience as a "Maintenance Engineer" warranted his receiving 48 months' wage credit. Yet a Black who had spent twenty years in the Marines where he was a Maintenance Chief and also had experience as a Personnel and Administrative Clerk (plus one and a half years of law school) was hired as an Instrument Shopman at \$2.67 per hour. He was given no wage credit.



2. A Cuban who had twenty years experience as an Installer-Repairman Foreman was given only 18 months' wage credit. Yet an Anglo who was fired from another telephone company and was not eligible for rehire was given 42 months wage credit when hired by General Telephone as a Lineman. At the other company, the Anglo worked as an Installer, which is not equivalent experience.
3. A Black was a PBX Installer for eight years in the Army but received no wage credit. An Anglo hired as an Instrument Shopman received 24 months' wage credit because of a B. A. degree in Sociology and Physical Education.

Heretofore, the request for wage credit was made by the hiring employment representative and approved by wage and salary administration. It appears that differential treatment with regard to classification and salary emanates from the employment office. These are not merely isolated examples but a pattern which must be corrected by closer monitoring of employment procedures. Supposedly since August, 1971, requests for wage credit were to be approved by the Employment Administrator in the General Office. He claims he has only approved two such requests. Yet the records show enumerable wage credit inequities after that date. Some were as recent as June, 1972, the latest month audited.

The weaknesses that have been identified, from recruitment through final selection, are not difficult to remedy. General Telephone should initiate corrective action without delay. They should also move forward with the audit of employment offices now being conducted by the General Office and implement the recommendations which result from the project. Affirmative Action cannot operate without consistent and logical employment procedures.



## UPGRADING

The union agreement between General Telephone and the Communications Workers of America sets forth provisions which control the ability of employees to transfer from one hourly classification to another. An employee may have only one transfer request on file at a time, and that request is limited to a single job classification in one specific work location or division. A transfer request involving a lateral or downward move must be to a location over ten miles from the work location from which the employee is bidding. Company-wide seniority determines who among qualified candidates is selected. Those vacancies for which there are no qualified bidders are the only ones which can be filled by new hires. (In 1971 there were 2,365 transfers.) This provision not only limits the number of opportunities available to bring more minorities on the payroll, but also the seniority clause hampers movement of minorities already on the payroll as they cannot compete with the length of service accrued by Anglos. Of the Anglo work force, 37.2% has been with General Telephone over ten years and 67.0% over five years. For minorities these same percentages are 12.3% and 47.1%.

### EMPLOYED SINCE 1962

<u>Ethnic Group</u>	<u>Number</u>	<u>% of Group</u>	<u>% of Total</u>
Spanish Surname	199	13.8	3.1
Black	57	7.5	0.9
Oriental	35	11.1	0.5
American Indian	10	29.4	0.2
Anglo	6,106	37.2	95.3

Minorities make up only 4.7% of those with more than ten years' service.

The investigation included a two-month study of transfer actions. The information gathered was not conclusive because:

1. The period of time covered was relatively short, and
2. A reduction in the work force necessitated many vacancies being filled to absorb excess employees. Transfers in lieu of layoff were not included in the study.



A review of this data, despite its limited scope, indicates that females and minorities are not moving to higher job levels at the same rate as Anglo males. Although 70% of the transfer requests granted were for women, 60% of that number were for lateral or downward moves. Forty-five per cent of the minority transfers (a total of 33) were lateral or downward moves. More significant is the fact that the 195 transfers reported included only four male minorities: one transferred to a clerical position; one, to an operative position; and two, to craft positions.

It is difficult to ascertain just what motivates an employee to request a transfer. From the perspective of the employee, it is even more difficult to decide what, if any, transfer to request and where to request it. The general assumption is that everyone understands the transfer process. This is doubtful. What is certain is that an employee is hard put to select one out of 116 job postings, postings which, by the Company's own admission, are inadequate and need to be rewritten. Such decisions must include a calculated guess as to the job and location where the individual's seniority is sufficient for selection within a reasonable period of time. With only transfer request allowed, it is, at best, a win-or-lose gamble without the benefit of any guidance.

An employee can bid for a Drafting Clerk slot at a given location without realizing that there are as many as twelve requests ahead of him with more seniority; while at a work location in close proximity, there may be no bidders with more seniority. The union states that the transfer system is a foolproof safeguard against supervisors handpicking "favorites" to fill vacancies. A review of the transfer files indicates that the system can be manipulated. It is rather strange that some employees have requests on file for months—perhaps years—and others send in requests within days of a job requisition being submitted and their request is almost immediately filled because it just happens to match the requisition. In one instance a minority female was next in line for an E-13 Equipment Maintenance Man job. The opening materialized and then was suddenly changed to E-14 which required more experience than the minority candidate had. One wonders if experience would have been required if the candidate had been a male Anglo.



There are various factors which make certain job classifications more desirable, i.e., salary, overtime opportunities, a stepping stone to entry-level management. Minority and female representation decreases as desirability increases. Women hold 94.4% of the Office and Clerical jobs. Of these women, 93.8% are in classifications where the top of the wage schedule is between \$3.50 and \$3.96. Of the male Office and Clericals, 46.7% hold classifications where the top of the schedule is between \$4.22 and \$5.21. Of the female Office and Clericals, 5.6% are in these classifications. Of the highest-paying Office and Clerical job slots, 84.1% are held by men. The correlation between upgrading (or lack of upgrading) and earning power for all hourly employees is shown in Tables XVII and XVIII. The position of minorities is not as advantageous as Anglos, but that disparity is minimal compared to wages earned by women as compared to men. The largest numbers of employees fall into two schedules, one at each end of the scale. At the low end, 96.6% of the employees are women; at the high end, 98.1% are men.

Upgrading does more than affect the pocketbook. It determines who reaches those classifications from which entry-level management candidates are most likely to be selected. Promotions into and within management are not based on seniority; therefore, GTE is able to groom and promote females and minorities free from the constraints of the union contract. They have yet to exercise that option fully. For many years supervisors would fill out a form to identify high-potential employees. The form—a blue card—was forwarded to the General Office and added to the "talent pool" from which employees were selected for management openings. The system never did work out as a personnel development tool and, in any event, was not designed with the Affirmative Action goals in mind. More minorities were hired for management positions than were promoted internally, though there was a base of more than a thousand minorities with over five years experience from which to choose. In spite of the absence of a manpower planning program, greater awareness of the Affirmative Action Program did bring about an increase in minority promotions. In 1971 minorities accounted for 9.2% (31) of the 336 persons promoted into or within management. During the first six months of 1972, that figure was 19.5% (23 out of 118). Female promotions hovered around 25%. As long as women in management continue to be concentrated at the lowest salary ranges, their representation in terms of numbers is almost of secondary importance. Tables XX and XXI chart the salary ranges of management employees. The tables are supplemented by Graphs F & G.



Of management employees, 47.3% are in Grade V, the midpoint of the nine salary ranges. In the four highest-paying categories are 36.8% of salaried men and 12.8% of salaried women, 32.0% of salaried Anglos, and 15.6% of salaried minorities. In the four lowest-paying categories are 4.5% of salaried men and 80.1% of salaried women, 19.8% of salaried Anglos, and 34.9% of salaried minorities.

An innovative manpower planning program, under discussion for almost a year, is anticipated to get off the ground early in 1973. The plan includes a strong minority emphasis but on the surface does not include women as a priority consideration. The success of the program as it relates to Affirmative Action depends largely on the identification of high-potential employees who will be among those selected for rotational training and ultimately for promotion. Until General Telephone sensitizes supervision to Affirmative Action and all its ramifications, it is questionable as to how many females and minorities will be included in the "identification" process.

What is particularly discouraging is that at the same time the Company admits more females and minorities are needed in management, the Equal Opportunity staff is not notified when vacancies are being filled. The Equal Opportunity representatives, due to their internal and external activities, are an excellent resource for the referral of candidates. Yet they are not consulted. This is one of several indicators that Affirmative Action may be operating in a vacuum, rather than as an integral part of the Company. Just recently a male Anglo personnel administrator was appointed for the Eastern area. It is a sad commentary on GTE's program that in filling this important position they reinforced the already ingrained belief that the "big jobs" are filled on the basis of sex and color. The pattern will repeat itself unless the Company improves the training available to hourly employees and starts grooming individuals for advancement to management.



TABLE XVII

## DISTRIBUTION OF HOURLY EMPLOYEES BY NUMBERS

\$ *	Total	Male	Fem.	Anglo	Min- ority	Span. Sur.	Black	Orien- tal	Amer. Ind.
3.50	51	2	49	28	23	9	12	2	-
3.57	4,491	154	4,337	3,684	807	380	353	68	6
3.66	518	35	483	425	93	56	26	11	-
3.78	118	116	2	99	19	12	7		
3.96	1,416	30	1,386	1,252	164	83	71	10	
4.22	636	381	255	484	152	95	47	10	
4.35	86	8	78	78	8	3	2	3	
4.52	89	88	1	74	15	8	6	1	
4.83	650	312	338	575	75	41	29	5	
5.21	2,838	2,811	27	2,438	400	291	82	17	10
5.45	4,033	3,956	77	3,529	504	352	84	59	9
TOTALS	14,926	7,893	7,033	12,666	2,260	1,330	719	186	25

\* Indicates top of wage range.



TABLE XVIII

## DISTRIBUTION OF HOURLY EMPLOYEES

## BY PERCENTAGES

\$	M A L E		F E M A L E		M I N O R I T Y		A N G L O	
	% of Wage Range	% Hourly Males	% of Wage Range	% Hourly Females	% of Wage Range	% Hourly Minority	% of Wage Range	% Hourly Anglos
3.50	3.9	.02	96.1	0.7	45.1	1.0	54.9	0.2
3.57	3.4	2.0	96.6	61.7	18.0	35.7	82.0	29.1
3.66	6.8	0.4	93.2	6.9	18.0	4.1	82.0	3.4
3.78	98.3	1.5	1.7	.03	16.1	0.8	83.9	9.9
3.96	2.1	0.4	97.9	19.7	11.6	7.3	88.4	9.9
4.22	60.0	4.8	40.1	3.6	23.9	6.7	76.1	3.8
4.35	9.3	0.1	90.7	1.1	9.3	0.4	90.7	0.6
4.52	98.9	1.1	1.1	.01	16.9	0.7	83.1	0.6
4.83	48.0	4.0	52.0	4.8	11.5	3.3	88.5	4.5
5.21	99.0	35.6	1.0	0.4	14.1	17.7	85.9	19.2
5.45	98.1	50.1	1.9	1.1	12.5	22.3	87.5	27.9

\$ - Top of wage range.



TABLE XIX

## DISTRIBUTION OF CRAFTSMEN EMPLOYEES

Note: Craft positions fall into 7 different wage schedules:

Wage Schedule *		Total	Anglo	% Anglo Crafts.	% of Wage Sched.	Min- ority	% Min. Crafts- men	% of Wage Sched.
9	\$3.91	26	23	0.4	88.5	3	0.3	11.5
10	\$4.22	10	9	0.2	90.0	1	0.1	10.0
12	\$4.52	89	74	1.3	83.1	15	1.6	16.9
13	\$5.83	298	249	4.2	83.6	49	5.3	16.4
14	\$5.21	2,590	2,226	37.9	85.9	364	39.6	14.1
15 & 16	\$5.45	3,781	3,293	56.1	87.1	488	53.1	12.9
TOTALS		6,794	5,874			920		

\* Dollar figure is top of range.

13.5% of all craftsmen are minorities.



TABLE XX  
DISTRIBUTION OF SALARIED EMPLOYEES  
BY NUMBERS

Grade	Salary Range	Total	Female	Min- ority	Span. Sur.	Black	Ori- ental	Amer. Ind.
I	1,430 - 2,200	49	1	1			1	
II	1,290 - 1,985	182	5	5	3	1	1	
III	1,160 - 1,785	573	29	9	6		3	
IV	1,045 - 1,610	424	72	17	14	3		
V	940 - 1,450	1,824	59	97	62	13	18	4
VI	845 - 1,300	150	54	16	4	6	6	
VII	760 - 1,170	245	218	15	11	2	1	1
VIII	685 - 1,055	109	102	12	6	6		
IX	615 - 950	301	295	26	13	11		2
TOTALS		3,857	835	198	119	42	30	7

SALARIED ANGLOS: 22.7% of Anglo Work Force.

SALARIED MINORITIES: 8.1% of Minority Work Force.

SALARIED MALES: 28.2% of Male Work Force.

SALARIED FEMALES: 10.6% of Female Work Force.



TABLE XXI

DISTRIBUTION OF SALARIED EMPLOYEES  
BY PERCENTAGES

	MALE (3,022)		FEMALE (835)		MINORITY (198)		ANGLO (3,730)	
Grade	% of Grade	% of Sal- aried Males	% of Grade	% of Sal- aried Fem.	% of Grade	% of Sal- aried Min.	% of Grade	% of Sal- aried Anglo
I	97.9	1.6	2.1	0.1	-	-	98.0	1.3
II	97.2	5.6	2.8	0.6	2.7	2.5	97.3	4.7
III	94.9	18.0	5.1	3.5	1.5	4.5	98.5	15.1
IV	82.9	11.6	17.1	8.6	4.0	8.6	96.0	10.9
V	96.7	58.4	3.3	7.1	5.3	49.0	94.7	46.3
VI	63.9	3.2	36.1	6.5	10.6	8.1	89.4	3.6
VII	11.0	0.9	89.0	26.1	6.1	7.6	93.9	6.2
VIII	6.4	0.2	93.6	12.2	11.0	6.1	89.0	2.6
IX	2.0	0.2	98.0	35.3	8.6	13.1	91.4	7.4

Salaried Anglos: 95% of all salaried employees.  
(Includes 71 Anglo male executives  
not counted in the salary grades listed.)

Salaried Minorities: 5% of all salaried employees.

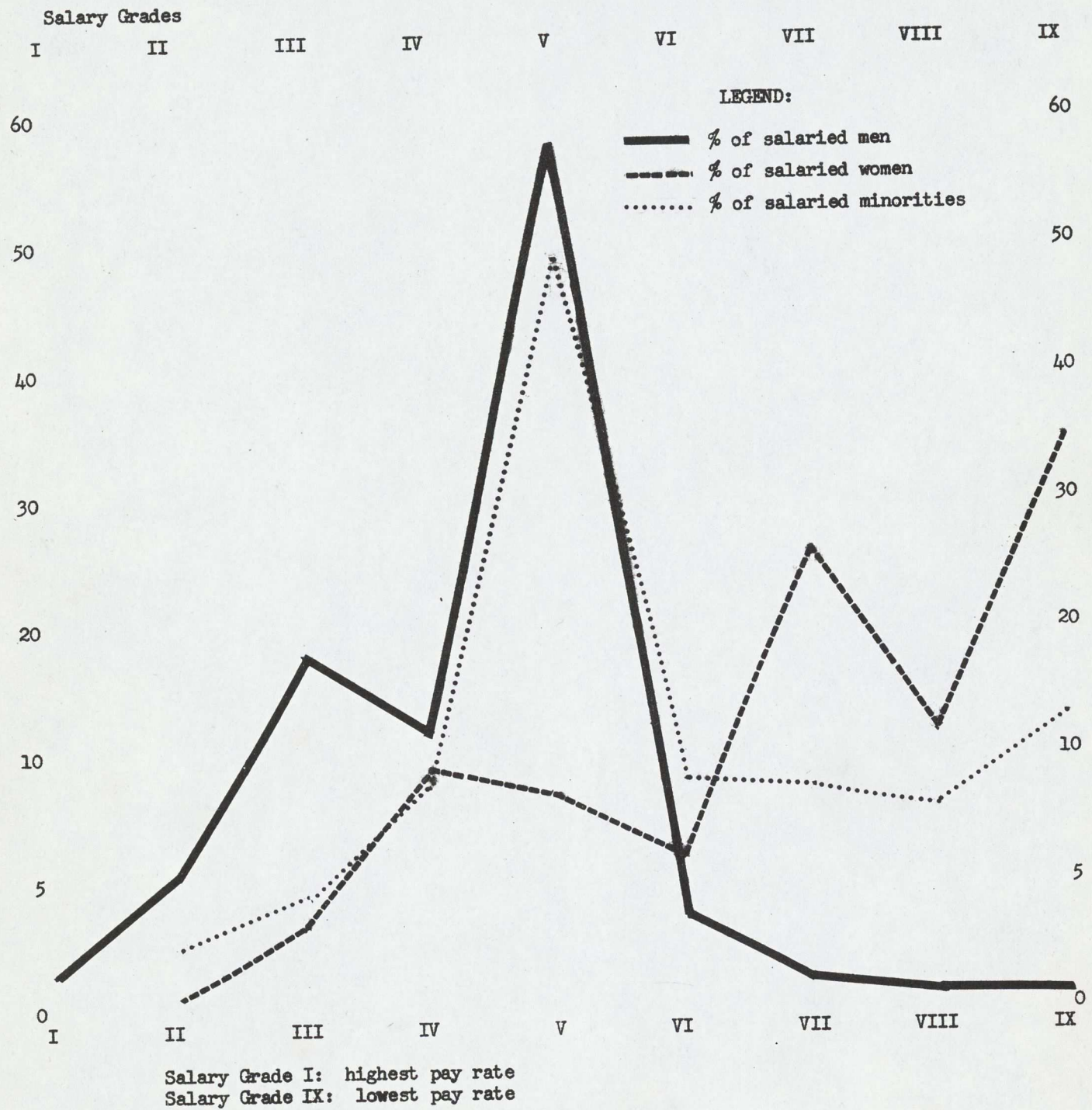
Salaried Males: 78.8% of all salaried employees.

Salaried Females: 21.2% of all salaried employees.

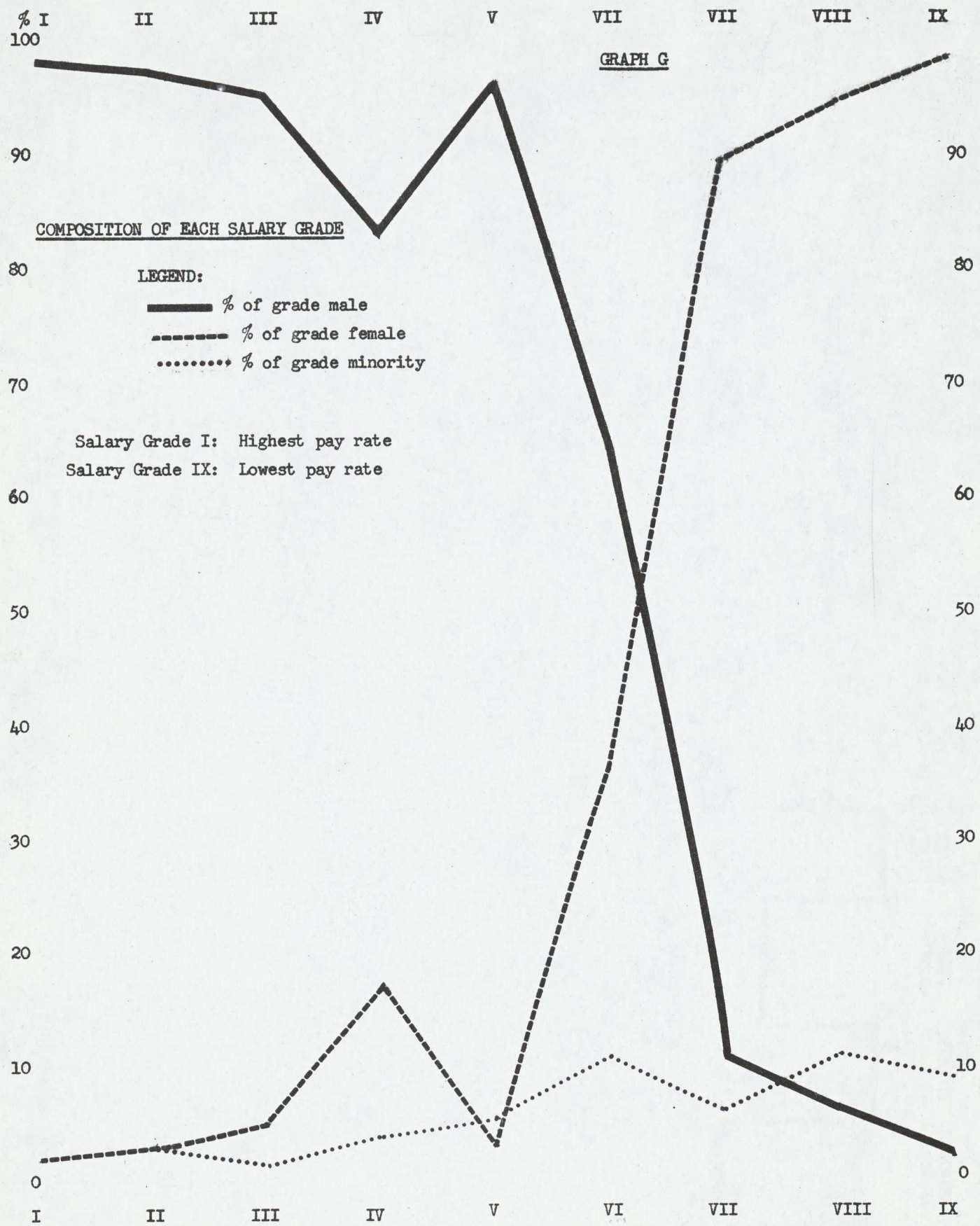


GRAPH F

DISTRIBUTION OF SALARIED EMPLOYEES









### TERMINATIONS

The statistics on employees terminated during 1971 show a highly disproportionate number of minorities being separated from the company. Minorities represented 11.8% of the work force and 17.5% of those terminated. They represented 26.9% of those involuntarily terminated, excluding layoffs.

	A	B	C	D
Spanish Surname	34	7.9	10.6	7.1
Black	79	18.3	24.6	3.6
Oriental	3	0.7	8.3	0.9
Total Minority	116	26.9	17.0	11.8
Anglo	315	73.1	9.8	88.2

- A: Number involuntary terminations.  
B. % of total involuntary terminations.  
C: % of all terminations (voluntary and involuntary) of ethnic group which were involuntary.  
D. % of work force.

The above table shows Blacks suffering excessively as the result of terminations. While they represented 3.6% of the work force, they comprised 18.3% of those discharged. Of the Anglos who were separated, 9.8% were discharged involuntarily. Of the Blacks who were separated, 24.6% were discharged involuntarily.

The personnel files of a number of dismissed minority employees were examined during the investigation. In almost every instance the judgment exercised in the decision to terminate was questionable. An unreasonable number of minorities were terminated while still on probation. This will be discussed further in the section on "Training". Considering General Telephone's poor minority representation, they can ill afford to discharge employees on some of the trivial and petty grounds found in the records.

Minorities were dismissed because of a poor driving record although



the job they held did not require driving. Others were terminated for "falsifying" their application even though what was considered to be a "falsification" could easily have been an omission by oversight and not an intent to mislead the employer. Moreover, these incidents frequently had no relation whatsoever to the employee's ability to perform his or her job. Employees fired for violating the Company's "Code of Ethics" might have been handled more appropriately by disciplinary action in lieu of discharge. Some specific examples of terminations are cited below:

1. A Spanish surname employee hired as "temporary" was recommended for transfer to permanent status. Nine days after the transfer order was issued, she was terminated as being "unable to meet company requirements". There was nothing in her file to indicate unsatisfactory performance, nor is it logical that an employee recommended for permanent status could so suddenly be deemed to be undesirable.
2. A Spanish surname employee was terminated for placing a toll call for a customer to an ex-employee without charge. Prior to that incident she had successfully completed training and was performing satisfactorily. Another employee who placed a toll call for an off-duty operator without writing up a billing ticket escaped with only a one-and-a-half day suspension.
3. A Black Instrument Shopman was terminated the same month he was hired because he tried to borrow \$25 (offering collateral and 50% interest) until the next pay day.
4. A Black employee was terminated because she failed to state on her application that she had a physical limitation. Since she mentioned having a heart murmur in a conversation with a co-worker, it would seem that she



was not deliberately trying to hide her condition. It is also apparent that the employee did not consider a heart murmur to be a "physical limitation" as her application also showed tennis as one of her hobbies. She was arbitrarily dismissed for "falsifying her employment application".

Many minorities terminated because they were "unable to meet company standards" had no substantiating documentation in their personnel files. There were instances where classroom work, interest and cooperation were satisfactory yet the minorities were terminated for poor performance with no effort to reclassify them to a position more suited to their individual abilities.

"You are fired" seems to be a reflex reaction at General Telephone when the situation involves a minority. This is incompatible with what was found in the personnel files on Anglo employees. For example:

1. Anglo female with a medical history showing physical and psychological health problems is hired as a Customer Representative and rehired after similar problems necessitated a leave of absence.
2. An Anglo worked as an Equipment Maintenance Man. His appraisals and termination papers when laid off (after 39 months) stated he was not suited for that job but for a less technical classification. Yet for 39 months he was kept on in the capacity he was unsuited for. He was rehired in 1971 as a Storeman and the following month transferred to the same classification—Equipment Maintenance Man—that he held originally despite having been judged to be unsuitable for the classification. So you have an Anglo who not only escapes being terminated for unsatisfactory performance, but who is put back in the same job slot and allowed to try again.
3. Anglo female hired despite two admitted shoplifting incidents. A Spanish surname with eight years of satisfactory



service is terminated for suspected shoplifting.

4. Anglos claiming one or two traffic violations are found to have as many as five, but are not terminated for falsifying their applications.
5. An Anglo quit to go to school. Three months later he applied for rehire. He was brought back to the company although (1) for the second time he lied about the number of traffic citations (six rather than the two declared), and (2) during a nine-month period of his first 20 months on the job, he was disciplined for
  - a. Repeated tardiness
  - b. Insubordination and uncooperative attitude.
  - c. Failure to report an accident.

In one instance the Mexican American Political Association protested the termination of a probationary employee. As a result, he was reinstated on a temporary basis and eventually given permanent status. His latest performance evaluation gives him both a satisfactory and more than satisfactory rating. But what of all the other minorities who were unjustifiably terminated and had no community group to intercede in their behalf?

A supervisor who decides to terminate an employee can simply telephone payroll and have a final check issued. There are no controls to make certain that such drastic action is called for. Until adequate controls are instituted, the double set of standards regarding terminations evidenced by the records will continue.

The comments on minority terminations should not come as any surprise to General Telephone. Their third quarter 1971 report on employee separations included a study of Operator selection and retention (see Exhibit J ). Noting the low retention rate of minority Operators, the report stated:



"Studies will be initiated to determine the cause of these unequal dropout rates, looking specifically at training requirements in relation to job requirements, special minority problems in transportation, child care, and sensitivity of instructors and supervisors to minority relations."

Aside from some changes in initial training, no other action was taken.

The statistics quoted on involuntary terminations did not include layoffs. During 1971, 104 of the 445 employees laid off were minorities—23.4%. The necessity to reduce the work force produced a hardship on minorities who comprised 11.8% of the work force that year. According to the union contract, such adjustments are made in inverse order of seniority. However, the contract also provides that the company may retain up to five per cent of the employees subject to layoff in each service year involved. General Telephone has never utilized this provision. Their failure to do so is inexcusable. It is also indicative of a superficial concern for minority employees rather than a real commitment to the Affirmative Action goals set down on paper.



## TRAINING

General Telephone's major training program is handled by the General Office and relates to job preparedness for hourly employees. There is a standardized curriculum for each classification and formal classroom sessions are held from two days to three weeks, depending on the subject matter. Approximately 77 instructors come from the ranks of supervisors and foremen who are technically competent in their fields. The instructors themselves are trained in the mechanics of how to teach. This training does not include a human relations component geared to help instructors establish a good rapport with minority trainees. Only 5 of the instructors are minorities.

Employees do not "flunk" training. They continue to receive instruction until judged to be ready to perform on the job. At that point additional training may be provided by their supervisors, although supervisors themselves are not trained on instruction techniques.

At the present time there is no system for measuring the effectiveness of the training program and those involved are not aware of any statistics on employees who fail to pass probation or who are terminated after probation because of substandard performance. In 1971, 26% of those discharged for unsatisfactory performance or for failing to meet company requirements were minorities. This should have implications for the necessity of reviewing training techniques as relates to minority employees.

Remedial training is available as needed, the need being determined by the supervisor on the job. If necessary, an instructor is sent to the job site. There is no way of knowing how or when remedial training is used or if any effort is extended to improve a female's or minority's performance by taking advantage of the remedial assistance that is available. Nor is there any record of female and minority participation in the additional skills training offered for some classifications. The Pomona Division made a breakthrough by offering a course in both Spanish and English in "Principals of Electricity". The course, given on company



time, was designed to accommodate 29 employees.

There is no catalog describing the training courses available and how such courses might prepare an employee for advancement. There is no built-in, tangible incentive for obtaining additional skills nor is there any indication that employees are motivated in this direction by their supervisors.

While there are training programs for supervisors, the sentiment expressed during the investigation was that the over-all quality of supervision is poor. Many of the personnel files that were examined lacked any indication that counseling was provided to employees. Work sheets designed to document informal counseling sessions were used to record attendance and tardiness rather than as a tool to evaluate and improve performance. An example is in the Appendix marked Exhibit K.

Inept supervision affects all employees. It particularly affects minorities and females when, in addition to other weaknesses, supervisors are not trained to carry out the goals and objectives of the affirmative action program. This kind of training has been in the planning stages for several months but has not been implemented. The responsibility has been delegated to the Personnel Development Section rather than the Equal Opportunity staff. The first pilot program was spectacularly unsuccessful, perhaps because it was handled by persons without expertise in this area or perhaps because there was an attempt to cover too much ground in a one-day session. The Personnel Development Manager recognizes the need to go forward with this type of program and is considering several alternative approaches. It is time to stop "considering" and to act.

In-house human relations training for hourly employees should be considered, particularly in those divisions where there has been an influx of minorities. Recent hiring has created "minority pockets" in some areas because the only vacancies being filled were in one area rather than at various levels dispersed through the work force. The



self-segregation of minorities signals an unhealthy working environment. An informal program dealing with bi-cultural awareness, communication skills, and an explanation of the affirmative action program would enhance working relations among employees.

Prior to the reorganization of the four areas into three, the defunct Central Area embarked on a job enrichment program which is now being pursued in the northern area. The intent is to create a more challenging work experience for hourly employees by giving them increased decision-making responsibilities. The program will make the jobs themselves more stimulating and give the employees added opportunities to demonstrate their ability. A series of Job Enrichment Training Programs have been held for supervisors and now selected personnel are being taught to conduct such programs so more supervisors can be reached in a shorter period of time.

In the final analysis, the hourly employee benefits or suffers, depending upon the scope and caliber of the various training programs—those that are proposed, those that have just been initiated, those that are operating, and those that should be but which are non-existent. Three ingredients are lacking: adequate employee counseling, a "meshing" of the various training programs to increase their effectiveness, and a "maintenance" program to ensure that the objectives of training are carried over into day-to-day functions. These missing ingredients might best be obtained through the appointment of a Personnel Development Coordinator for each Area, responsible to the Area Personnel Administrator.

As stated earlier in the report, the affirmative action program must have as its foundation the very best kind of personnel management the Company can provide.



## AFFIRMATIVE ACTION

General Telephone has a comprehensive affirmative action program and a competent staff responsible for its implementation. Unfortunately, the program is not yet an integral part of every phase of the Company's operation and the Equal Opportunity staff is too far removed from the decision making on personnel actions to be completely effective as a force to correct prevailing inequities. The purpose of critiquing General Telephone's affirmative action program is to call attention to those obstacles which appear to stand in the way between the verbiage and actual accomplishment. The criticism is meant to be constructive and should not be construed in any way to demean the tremendous effort that has been put forth by the Equal Opportunity staff. Giant steps have been taken in a relatively short period of time. Many of their accomplishments are noted in staff reports included in the Appendix as Exhibit L.

The 1972 program is well designed, thorough in detail, and evidences an understanding of what must be done to achieve equal opportunity. Based on General Telephone's failure to act upon many guidelines set forth in the earlier program, the revision can only be viewed somewhat skeptically. The following extractions from the 1972 Affirmative Action Program serve to point out the gap between what has been proposed and what has been accomplished. Some of the comments may reiterate statements made in other sections of the report.

"All tests in use have been and will continue to be monitored to ensure compliance with applicable testing guidelines."

Tests are not adequately monitored and cannot be since necessary records are not kept. Further, tests are still being used that have not been validated as to adverse effect on minority groups.

"All advertising ... will contain the statement 'General



Telephone Company of California is an Equal Opportunity Employer."

This is not being done except in advertising for employment.

The entire section on Placement and Advancement, which addresses itself to the upward mobility of females and minors, has not yet been implemented (Exhibit M.)

"Any employee who feels that he or she has been unduly treated and/or terminated on grounds of discrimination may address his or her complaint to the Personnel Relations Group."

This avenue of recourse has not been publicized to employees.

"Job qualifications should be distributed to all educational establishments in order that they may design their curriculum to assist students to qualify."

This has not been done with consistency nor have the sporadic efforts included all schools with a high minority enrollment.

"Where Affirmative Action goals and timetables are not being met, corrective steps are initiated."

There is no evidence that this is being done.

"The Tuition Aid Program has been adopted to provide financial assistance in the form of Tuition Aid for all regular full-time employees in their efforts to improve job performance and to prepare themselves for future advancement."

There are no records to reflect female and minority participation in this program nor is there any evidence of special efforts to encourage females and minorities to utilize the program.



Perhaps the underlying weakness is the program grows out of the following provision: "All establishments of this Company shall adhere to this program as deemed appropriate." In essence, this means that the area managers act on those portions they deem to be "appropriate". The Affirmative Action Program, therefore, has the effect of a recommended policy rather than a directive. Historically, the operating areas have jealously guarded their autonomy and it is not unusual to find an undercurrent of friction between area management and the General Office. Resistance to policy set by the General Office intensifies at lower levels of management when it comes to affirmative action because the myths they have equated with affirmative action have not been dispelled. Resentment grows out of the unfounded beliefs that "you're giving the store away"; "standards are being lowered"; "if you're not a minority, you can't get ahead"; "you can't fire minorities", etc. These feelings will continue until the much talked about training gets off the ground. The President of the Company personally relayed GTE's equal opportunity policy to management through a series of meetings. It was a "hit and run" approach with no follow-up to answer the many questions his presentation evoked. To a degree, apprehensions have been allayed by Equal Opportunity Representatives meeting with division managers and their staff but a total orientation has not been provided to all levels of supervision.

The Affirmative Action Program has been given good exposure in the Company's publication "General News". That exposure is the full extent of the policy's dissemination to rank and file employees. An Affirmative Action handbook has been drafted but, like many other proposals "on the drawing board" has not gotten past being submitted for approval. Affirmative Action is not part of new employee orientation.

Because equal opportunity is not built into every phase of the Company's operation, the Equal Opportunity staff carries an overwhelming burden. In the absence of adequate supervisory training, they have been attempting to bring at least an overview of the Affirmative Action Program to field personnel. They are supplementing recruitment activities and interfacing with minority community groups. Much time is spent



"trouble shooting" personnel problems involving suspected discrimination when (and if) such problems are brought to their attention. While these activities were imperative to lay the groundwork for the Affirmative Action Program, it is now time for the Equal Opportunity staff to take a new look at their current role and move into areas where they can be more effective dealing with causes rather than symptoms of discrimination. Area employment personnel should be equipped to fully handle recruitment and to deal with minority personnel problems. Equal Opportunity staff should be utilized for selective kinds of recruitment activities and be called upon to intercede only when area personnel administrators are unsuccessful in resolving discrimination problems. Equal Opportunity Representatives should become more directly involved in formulating employment policies, monitoring Affirmative Action progress, increasing corrective action where deficiencies exist, counseling minority and female employees in order to accelerate their advancement within the Company. In light of the organizational structure of the company, it may be advisable to have an Equal Opportunity Representative in each of the three areas with dual accountability to the Area Manager and the Equal Opportunity Manager. By working from within the area, the representative would be received with more acceptability and become more attuned to the day-to-day problems of the decisions. The General Office should still maintain an Equal Opportunity staff with expertise to monitor progress and undertake policies and programs designed to achieve the Company's goals. That staff should include a statistical analyst. GTE now has the capability of gathering sophisticated statistical data. However, the data is used solely for reporting purposes and is not analyzed to search out patterns which indicate a malfunction in the affirmative action program.

Throughout the investigation, it was obvious that a great deal had been achieved, but it was also obvious—and acknowledged by management—that more has to be done. Several proposed projects were pointed to as directly or indirectly affecting their Affirmative Action Program. Some of these projects have already been mentioned. Despite the redundancy, they are included in this list because all of the proposed projects must go forward without the constant delays that so far have forestalled



positive action.

1. Manpower planning program.
2. Test validation.
3. Affirmative Action supervisory training.
4. Audit of employment offices.
5. Affirmative Action handbook.
6. Revised employment manual.
7. Orientation for employment office personnel.
8. Catalog of job classifications.

Implementation of these proposed projects will have a bearing on whether or not GTE can meet its projected goals. The Company's goals and timetables are shown in Tables XXII-A thru L. Not included in this report, but issued as a supplement to the Affirmative Action Program, are goals and timetables for every division broken down by hourly job classifications and management salary grades. The projections are made on the basis of sex and ethnic group. General Telephone is aiming for 33.2% minority representation and 50.5% female representation by 1979. They should be able to reach their goal for women with little difficulty. But unless minority hires increase and minority terminations decrease, they will fall far short of this goal. The 1979 projection for minorities and females in management is 15.7% and 28.5% respectively, according to the supplemental tables. A different document in the Affirmative Action Program sets these goals as 16.4% and 34.0%. Either timetable may be realistic in view of the limited turnover at the management level. Nevertheless, females and minorities in management should be in proportion to their representation on the work force and General Telephone needs to extend their timetable accordingly.

School districts in the GTE service area, plus schools in the periphery around the service area, were used as a basis for computing minority goals. Some communities with a high minority concentration not in the service area but within a reasonable commuting distance from work facilities were not included. Since every area is still far from reaching the established goals, the adequacy of those goals are almost



immaterial at this point in time. The Affirmative Action program is reviewed annually and revised as necessary. Within the next two years, General Telephone should take a close look at the schools chosen for determining the ethnic makeup of the labor market to be sure in the future they do not exclude geographic areas accessible to their employment locations.

General Telephone is involved in a variety of community projects which serve to enhance their image as an equal opportunity employer. Measuring their community service in terms of dollars, however, relatively little is going to minority groups and organizations oriented to civil rights and equal employment opportunity. In 1971, corporate donations and contributions totaled \$174,854.38. Less than 1% was allocated to support minority efforts:

Boys Club of Pacoima	\$100
NAACP	200
NCCJ	440
Joint Venture	100
L. A. Urban League Guild	125
Operation SER	600

An additional \$268,425.91 in membership dues went to service clubs (Kiwanis, Rotary, Lions, etc.), Chambers of Commerce, social clubs (including some that exclude women), business and professional organizations. Of the more than one-quarter of a million dollars spent on dues, no minority organizations were included. The one and only membership which comes close to dealing with minority concerns was a \$6 membership in the Penninsula Citizens Human Relations Council. The Company-sponsored memberships involve male Anglos attending white middle class organizations. There are only a few exceptions. Division managers who can afford the time to meet with the Chamber of Commerce, Rotary, Property Owners Associations, etc., need to devote time and make their presence felt at meetings in the minority community.

General Telephone's Public Affairs operation has a budget of \$1,135,558, which includes the salaries of 44 employees. The Equal Opportunity Section is understaffed, yet their people spend a great



deal of time externally that is not recruitment but a public affairs or community relations function. These responsibilities should be assigned to Public Affairs. If additional funds are needed to handle minority community relations properly, it is suggested that monies from the corporate contributions, donations, and memberships be designated for this purpose. Black and Chicano Community Affairs Specialists should be appointed and have included with other responsibilities the directive to recommend items to be included in GT's "giveaway" budget. Proposed minority contributions for 1973 exceed by ten times the amount contributed in 1971, but still fall far short of reflecting the minority percentage of the communities General Telephone serves.

. . . . .

An Affirmative Action Program might be best examined in terms of a series of phases. "Phase I" is devoted to designing the program, establishing goals and timetables, disseminating the Company's equal opportunity policy, and laying the groundwork for bringing more minorities and females into the work force. General Telephone has done well in regard to this phase. They are now at the crucial second step which involves efforts directed at upward mobility, developing throughout the Company an in-depth understanding of the Affirmative Action Program, and close monitoring of personnel actions. General Telephone has not yet moved into "Phase II". Until they do, and do so effectively, they will not reach the final phase which is the achievement of an affirmative action thrust in every aspect of the Company by every individual in a decision-making capacity.



TABLE XXII A

												OCCUP. TITLE		ALL TITLES				DATE PREPARED			
		AREA				EMPLOYMENT CENTER				DIVISION				CATEGORY							
		COMPANY TOTAL				ALL EMPLOYMENT CENTERS				ALL DIVISIONS				BOTH SALARY & HOURLY							
		BASE		1972		1973		1974		1975		1976		1977		1978		1979			
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL	
BLACK	MALE	269	1.4																		
	FEMALE	490	2.6																		
	TOTAL	759	4.0	819	4.4	939	5.0	1,068	5.6	1,223	6.3	1,420	6.9	1,637	7.6	1,856	8.2	2,083	8.7		
ASIAN	MALE	127	0.7																		
	FEMALE	88	0.4																		
	TOTAL	215	1.1	255	1.4	329	1.7	412	2.1	500	2.6	629	3.1	748	3.4	885	3.9	1,016	4.3		
AMERICAN INDIAN	MALE	22	0.1																		
	FEMALE	12	0.1																		
	TOTAL	34	0.2	38	0.2	46	0.2	67	0.4	88	0.4	113	0.5	139	0.7	163	0.7	213	0.9		
SPANISH SURNAMED	MALE	860	4.6																		
	FEMALE	580	3.0																		
	TOTAL	1,440	7.6	1,618	8.7	1,922	10.3	2,273	11.9	2,586	13.4	3,039	14.9	3,541	16.4	4,064	18.0	4,575	19.3		
TOTAL MINORITY	MALE	1,278	6.8																		
	FEMALE	1,170	6.1																		
	TOTAL	2,448	12.9	2,730	14.7	3,236	17.2	3,820	20.0	4,397	22.7	5,201	25.4	6,065	28.1	6,968	30.8	7,897	33.2		
OTHER	MALE	9,703	51.5																		
	FEMALE	6,699	35.6																		
	TOTAL	16,402	87.1	15,770	85.3	15,555	82.8	15,256	80.0	14,981	77.3	15,266	74.6	15,512	71.9	15,712	69.2	15,883	66.8		
TOTAL EMPLOYEES	MALE	10,981	58.3	10,589	57.2	10,519	56.0	10,484	54.9	10,427	53.8	10,827	52.9	11,156	51.8	11,510	50.9	11,751	49.5		
	FEMALE	7,869	41.7	7,913	42.8	8,284	44.0	8,610	45.1	8,979	46.2	9,688	47.1	10,465	48.2	11,228	49.1	12,079	50.5		
	TOTAL	18,850		18,500		18,789		19,070		19,354		20,441		21,527		22,614		23,700			



TABLE XXII B

												OCCUP. TITLE				ALL TITLES				DATE PREPARED	
AREA				EMPLOYMENT CENTER								DIVISION				CATEGORY					
COMPANY TOTAL				ALL EMPLOYMENT CENTERS								ALL DIVISIONS				HOURLY					
BASE				1972		1973		1974		1975		1976		1977		1978		1979			
NUMBER				GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL	
BLACK	MALE	251	1.6																		
	FEMALE	466	3.2																		
	TOTAL	717	4.8	775	5.2	886	5.9	1,001	6.6	1,146	7.4	1,304	8.0	1,499	8.8	1,699	9.4	1,919	10.2		
ASIAN	MALE	98	0.6																		
	FEMALE	87	0.6																		
	TOTAL	185	1.2	225	1.6	299	2.0	379	2.5	465	3.1	565	3.5	672	3.9	804	4.5	936	5.0		
AMERICAN INDIAN	MALE	18	0.1																		
	FEMALE	9	0.1																		
	TOTAL	27	0.2	31	0.2	39	0.3	60	0.4	81	0.5	103	0.6	129	0.8	153	0.9	203	1.1		
SPANISH SURNAMES	MALE	773	5.2																		
	FEMALE	548	3.6																		
	TOTAL	1,321	8.8	1,482	10.1	1,745	11.7	2,048	13.6	2,313	15.1	2,701	16.7	3,133	19.3	3,580	20.0	4,050	21.5		
TOTAL INDIANITY	MALE	1,140	7.5																		
	FEMALE	1,110	7.5																		
	TOTAL	2,250	15.0	2,513	17.1	2,969	19.9	3,488	23.1	4,005	26.1	4,673	28.8	5,433	31.8	6,236	34.8	7,108	37.8		
OTHER	MALE	6,748	45.3																		
	FEMALE	5,924	39.7																		
	TOTAL	12,672	85.0	12,130	82.9	11,905	80.1	11,606	76.9	11,320	73.9	11,510	71.2	11,609	68.2	11,666	65.2	11,655	62.2		
TOTAL EMPLOYER	MALE	7,886	52.8	7,593	51.8	7,518	50.5	7,468	49.4	7,394	48.2	7,674	47.4	7,873	46.2	8,102	45.2	8,217	43.7		
	FEMALE	7,034	47.2	7,050	48.2	7,356	49.5	7,626	50.6	7,931	51.8	8,509	52.6	9,169	53.8	9,800	54.8	10,546	56.3		
	TOTAL	14,920		14,643		14,874		15,094		15,325		16,183		17,042		17,902		18,763			



TABLE XXII C

													OCCUP. TITLE		ALL TITLES				DATE PREPARED 07/05/72				
AREA				EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS								DIVISION		ALL DIVISIONS				CATEGORY		SALARY			
COMPANY TOTAL				BASE		1972		1973		1974		1975		1976		1977		1978		1979			
				NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL	
BLACK	MALE	18	0.4																				
	FEMALE	24	0.6																				
	TOTAL	42	1.0	44	1.1	53	1.3	67	1.6	77	1.9	116	2.7	138	3.0	157	3.3	164	3.3				
ASIAN	MALE	29	0.8																				
	FEMALE	1																					
	TOTAL	30	0.8	30	0.8	30	0.8	33	0.9	35	0.8	64	1.5	76	1.7	81	1.7	80	1.6				
AMERICAN INDIAN	MALE	4	0.1																				
	FEMALE	3	0.1																				
	TOTAL	7	0.2	7	0.2	7	0.2	7	0.1	7	0.2	10	0.2	10	0.2	10	0.2	10	0.2				
SPANISH SURNAME	MALE	87	2.2																				
	FEMALE	32	0.8																				
	TOTAL	119	3.0	136	3.5	177	4.5	225	5.7	273	6.8	338	8.0	408	9.1	484	10.3	525	10.6				
TOTAL EMPLOYMENT	MALE	138	3.5																				
	FEMALE	60	1.5																				
	TOTAL	198	5.0	217	5.6	267	6.8	332	8.3	392	9.7	528	12.4	632	14.0	732	15.5	779	15.7				
OTHER	MALE	2,955	75.2																				
	FEMALE	775	19.8																				
	TOTAL	3,730	95.0	3,640	94.4	3,650	93.2	3,650	91.7	3,661	90.3	3,756	87.6	3,903	86.0	4,046	84.5	4,228	84.3				
TOTAL EMPLOYEES	MALE	3,093	78.7	2,996	77.6	3,001	76.7	3,016	75.8	3,033	75.2	3,153	74.0	3,283	73.2	3,408	72.3	3,534	71.5				
	FEMALE	835	21.3	863	22.4	928	23.3	984	24.2	1,048	24.8	1,179	26.0	1,296	26.8	1,428	27.7	1,533	28.5				
	TOTAL	3,928		3,857		3,911		3,978		4,029		4,258		4,485		4,712		4,937					



TABLE XXII D

											OCCUP. TITLE				ALL TITLES				DATE PREPARED			
AREA											EMPLOYMENT CENTER				DIVISION				CATEGORY			
EASTERN											ALL EMPLOYMENT CENTERS				ALL DIVISIONS				BOTH SALARY & HOURLY			
		BASE		1972		1973		1974		1975		1976		1977		1978		1979				
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		
BLACK	MALE	86	1.4																			
	FEMALE	104	1.8																			
	TOTAL	190	3.2	216	3.7	255	4.3	296	4.9	362	5.9	431	6.7	512	7.5	591	8.3	671	9.0			
ASIAN	MALE	21	0.3																			
	FEMALE	19	0.3																			
	TOTAL	40	0.6	41	0.7	48	0.8	55	0.9	64	1.1	73	1.1	84	1.3	101	1.4	111	1.5			
AMERICAN INDIAN	MALE	8	0.2																			
	FEMALE	4																				
	TOTAL	12	0.2	14	0.2	18	0.3	26	0.4	31	0.5	31	0.5	36	0.5	44	0.6	67	0.9			
SPANISH SURNAME	MALE	324	5.5																			
	FEMALE	176	3.0																			
	TOTAL	500	8.5	573	9.9	703	11.9	850	14.2	974	16.0	1,160	18.0	1,358	20.1	1,566	22.0	1,769	23.7			
TOTAL MINORITY	MALE	439	7.4																			
	FEMALE	303	5.1																			
	TOTAL	742	12.5	844	14.5	1,024	17.3	1,227	20.4	1,431	23.5	1,695	26.3	1,990	29.4	2,302	32.3	2,618	35.1			
OTHER	MALE	3,264	55.1																			
	FEMALE	1,919	32.4																			
	TOTAL	5,183	87.5	4,970	85.5	4,880	82.7	4,767	79.6	4,656	76.5	4,736	73.7	4,790	70.6	4,824	67.7	4,851	64.9			
TOTAL EMPLOYEES	MALE	3,703	62.5	3,543	60.9	3,494	59.1	3,460	57.7	3,417	56.1	3,512	54.6	3,580	52.9	3,651	51.3	3,701	49.6			
	FEMALE	2,222	37.5	2,271	39.1	2,418	40.9	2,544	42.3	2,686	40.9	2,943	45.4	3,216	47.1	3,495	48.7	3,786	50.4			
	TOTAL	5,925		5,814		5,904		5,994		6,083		6,425		6,766		7,108		7,449				



TABLE XXII E

												OCCUP TITLE				ALL TITLES				DATE PREPARED			
AREA EASTERN												EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS				DIVISION ALL DIVISIONS				CATEGORY HOURLY			
		BASE		1972		1973		1974		1975		1976		1977		1978		1979					
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL			
BLACK	MALE	82	1.6																				
	FEMALE	101	2.1																				
	TOTAL	183	3.7	209	4.3	244	5.0	279	5.6	341	6.8	392	7.4	467	8.3	537	9.1	614	10.0				
ASIAN	MALE	17	0.4																				
	FEMALE	19	0.3																				
	TOTAL	36	0.7	37	0.8	44	0.9	51	1.0	60	1.2	62	1.1	71	1.3	88	1.5	98	1.6				
AMERICAN INDIAN	MALE	8	0.2																				
	FEMALE	3	0.1																				
	TOTAL	11	0.3	13	0.3	17	0.3	25	0.5	30	0.6	29	0.6	34	0.6	42	0.7	65	1.0				
SPANISH SURNAMED	MALE	300	6.1																				
	FEMALE	172	3.5																				
	TOTAL	472	9.6	538	11.2	652	13.4	778	15.8	884	17.6	1,042	19.7	1,214	21.8	1,390	23.8	1,577	25.7				
TOTAL INDIANITY	MALE	407	8.3																				
	FEMALE	295	6.0																				
	TOTAL	702	14.3	797	16.6	957	19.6	1,133	22.9	1,315	26.2	1,525	28.8	1,786	32.0	2,057	35.1	2,354	38.3				
OTHER	MALE	2,440	50.0																				
	FEMALE	1,738	35.7																				
	TOTAL	4,178	85.7	3,991	83.4	3,905	80.4	3,802	77.1	3,696	73.8	3,765	71.2	3,786	68.0	3,799	64.9	3,782	61.7				
TOTAL EMPLOYEES	MALE	2,847	58.3	2,712	56.6	2,663	54.7	2,623	53.1	2,576	51.4	2,638	49.8	2,670	47.9	2,719	46.4	2,732	44.5				
	FEMALE	2,033	41.7	2,076	43.4	2,199	45.3	2,312	46.9	2,435	48.6	2,652	50.2	2,902	52.1	3,137	53.6	3,404	55.5				
	TOTAL	4,880		4,788		4,862		4,935		5,011		5,290		5,572		5,856		6,136					



TABLE XXII F

												OCCUP. TITLE				ALL TITLES				DATE PREPARED			
AREA												EMPLOYMENT CENTER				DIVISION				CATEGORY			
EASTERN												ALL EMPLOYMENT CENTERS				ALL DIVISIONS				SALARY			
		BASE		1972		1973		1974		1975		1976		1977		1978		1979					
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL			
BLACK	MALE	4	0.3																				
	FEMALE	3	0.3																				
	TOTAL	7	0.6	7	0.6	11	1.0	17	1.6	21	1.9	39	3.4	45	3.7	54	4.3	57	4.3				
ASIAN	MALE	4	0.4																				
	FEMALE																						
	TOTAL	4	0.4	4	0.4	4	0.4	4	0.3	4	0.4	11	1.0	13	1.1	13	1.0	13	1.0				
AMERICAN INDIAN	MALE																						
	FEMALE	1	0.1																				
	TOTAL	1	0.1	1	0.1	1	0.1	1	0.1	1	0.1	2	0.1	2	0.2	2	0.2	2	0.1				
SPANISH SPEAKING	MALE	24	2.3																				
	FEMALE	4	0.4																				
	TOTAL	28	2.7	35	3.4	51	4.9	72	6.8	90	8.4	118	10.4	144	12.0	176	14.0	192	14.7				
TOTAL INDIANITY	MALE	32	3.0																				
	FEMALE	8	0.8																				
	TOTAL	40	3.8	47	4.5	67	6.4	94	8.8	116	10.8	170	14.9	204	17.0	245	19.5	264	20.1				
OTHER	MALE	824	78.8																				
	FEMALE	181	17.4																				
	TOTAL	1,005	96.2	979	95.5	975	93.6	965	91.2	960	89.2	971	85.1	1,004	83.0	1,025	80.5	1,069	79.9				
TOTAL EMPLOYEES	MALE	856	81.8	831	80.9	831	79.7	837	79.0	841	78.4	874	77.0	910	76.2	932	74.4	969	73.8				
	FEMALE	189	18.2	195	19.1	219	20.3	232	21.0	251	22.6	291	23.0	314	23.8	358	25.6	382	26.2				
	TOTAL	1,045		1,026		1,048		1,059		1,072		1,135		1,194		1,252		1,313					



TABLE XXII G

OCCUP. TITLE

ALL TITLES

DATE PREPARED  
07/05/72

AREA NORTHERN				EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS								DIVISION ALL DIVISIONS				CATEGORY BOTH SALARY & HOURLY					
		BASE NUMBER		1972 GOAL		1973 GOAL		1974 GOAL		1975 GOAL		1976 GOAL		1977 GOAL		1978 GOAL		1979 GOAL		GOAL	
BLACK	MALE	157	2.1																		
	FEMALE	234	3.2																		
	TOTAL	391	5.3	392	5.4	420	5.7	454	6.1	496	6.5	546	6.8	610	7.2	671	7.6	731	7.9		
ASIAN	MALE	61	0.8																		
	FEMALE	45	0.6																		
	TOTAL	106	1.4	125	1.7	159	2.2	197	2.6	234	3.1	303	3.8	357	4.3	421	4.7	483	5.2		
AMERICAN INDIAN	MALE	7	0.1																		
	FEMALE	4	0.1																		
	TOTAL	11	0.2	13	0.2	15	0.2	22	0.3	34	0.5	51	0.6	64	0.7	73	0.9	91	1.0		
SPANISH SPEAKING	MALE	348	4.7																		
	FEMALE	245	3.3																		
	TOTAL	593	8.0	645	8.9	737	10.0	849	11.4	945	12.5	1,090	13.7	1,261	15.1	1,437	16.3	1,603	17.3		
TOTAL MAJORITY	MALE	573	7.7																		
	FEMALE	528	7.2																		
	TOTAL	1,101	14.9	1,175	16.2	1,331	18.1	1,522	20.4	1,709	22.6	1,990	24.9	2,292	27.3	2,602	29.5	2,908	31.4		
OTHER	MALE	3,644	49.6																		
	FEMALE	2,608	35.5																		
	TOTAL	6,253	85.1	6,043	83.8	6,003	81.5	5,922	79.6	5,859	77.4	6,001	75.1	6,133	72.7	6,255	70.5	6,373	68.6		
TOTAL EMPLOYEES	MALE	4,217	57.3	4,069	56.3	4,058	55.3	4,038	54.2	4,025	53.3	4,191	52.5	4,331	51.5	4,478	50.7	4,585	49.5		
	FEMALE	3,138	42.7	3,150	43.7	3,274	44.7	3,404	45.8	3,541	46.7	3,806	47.5	4,100	48.5	4,387	49.3	4,716	50.5		
	TOTAL	7,353		7,217		7,328		7,438		7,550		7,973		8,397		8,821		9,245			



TABLE XXII H

OCCUP. TITLE

ALL TITLES

DATE PREPARED  
07/05/72

AREA		EMPLOYMENT CENTER										DIVISION										CATEGORY									
NORTHERN		ALL EMPLOYMENT CENTERS										ALL DIVISIONS										HOURLY									
		BASE		1972		1973		1974		1975		1976		1977		1978		1979													
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL	
BLACK	MALE	144	2.6																												
	FEMALE	217	4.1																												
	TOTAL	361	6.7	360	6.8	384	7.1	413	7.5	449	8.1	484	8.2	535	8.7	589	9.1	646	9.5												
ASIAN	MALE	40	0.7																												
	FEMALE	44	0.8																												
	TOTAL	84	1.5	103	1.9	137	2.6	174	3.2	210	3.8	269	4.6	318	5.1	380	5.9	442	6.5												
AMERICAN INDIAN	MALE	5	0.1																												
	FEMALE	3	0.1																												
	TOTAL	8	0.2	10	0.2	12	0.2	19	0.4	31	0.5	48	0.9	61	1.0	70	1.0	88	1.3												
SPANISH SURNAMED	MALE	297	5.5																												
	FEMALE	225	4.2																												
	TOTAL	522	9.7	570	10.8	650	12.1	749	13.7	830	15.0	960	16.4	1,101	17.9	1,256	19.5	1,410	20.9												
TOTAL MINORITY	MALE	486	8.9																												
	FEMALE	489	9.2																												
	TOTAL	975	18.1	1,043	19.7	1,183	22.0	1,355	24.8	1,520	27.4	1,761	30.1	2,015	32.7	2,295	35.5	2,586	38.2												
OTHER	MALE	2,191	40.6																												
	FEMALE	2,219	41.3																												
	TOTAL	4,410	81.9	4,241	80.3	4,186	78.0	4,091	75.2	4,012	72.6	4,079	69.9	4,135	67.3	4,164	64.5	4,184	61.8												
TOTAL EMPLOYEES	MALE	2,677	49.5	2,580	48.8	2,565	47.7	2,544	46.7	2,527	45.6	2,629	45.0	2,707	44.0	2,789	43.1	2,832	41.8												
	FEMALE	2,708	50.5	2,704	51.2	2,804	52.3	2,902	53.3	3,005	54.4	3,211	55.0	3,443	56.0	3,670	56.9	3,938	58.2												
	TOTAL	5,385		5,284		5,369		5,446		5,532		5,840		6,150		6,459		6,770													



TABLE XXII I

OCCUP. TITLE ALL TITLES DATE PREPARED 07/05/72

AREA NORTHERN				EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS								DIVISION ALL DIVISIONS				CATEGORY SALARY			
BASE NUMBER				1972 GOAL		1973 GOAL		1974 GOAL		1975 GOAL		1976 GOAL		1977 GOAL		1978 GOAL		1979 GOAL	
BLACK	MALE	13	0.6																
	FEMALE	17	0.9																
	TOTAL	30	1.5	32	1.6	36	1.8	41	2.0	47	2.3	62	2.9	75	3.3	82	3.4	85	3.4
ASIAN	MALE	21	1.0																
	FEMALE	1	0.1																
	TOTAL	22	1.1	22	1.1	22	1.1	23	1.2	24	1.2	34	1.6	39	1.7	41	1.8	41	1.6
AMERICAN INDIAN	MALE	2	0.1																
	FEMALE	1																	
	TOTAL	3	0.1	3	0.2	3	0.2	3	0.1	3	0.1	3	0.1	3	0.2	3	0.1	3	0.2
SPANISH SPEAKING	MALE	51	2.6																
	FEMALE	20	1.1																
	TOTAL	71	3.7	75	3.9	87	4.4	100	5.0	115	5.7	130	6.1	160	7.1	181	7.7	193	7.8
TOTAL EMPLOYEES	MALE	87	4.3																
	FEMALE	39	2.1																
	TOTAL	126	6.4	132	6.8	148	7.5	167	8.3	189	9.3	229	10.7	277	12.3	307	13.0	322	13.0
OTHER	MALE	1,453	73.8																
	FEMALE	389	19.8																
	TOTAL	1,842	93.6	1,801	93.2	1,817	92.5	1,831	91.7	1,847	90.7	1,922	89.3	1,998	87.7	2,091	87.0	2,189	87.0
TOTAL EMPLOYEES	MALE	1,546	78.1	1,489	77.0	1,491	76.1	1,494	75.0	1,498	74.2	1,562	73.2	1,624	72.2	1,689	71.5	1,753	70.8
	FEMALE	429	21.9	446	23.0	470	23.9	502	25.0	536	25.8	595	26.8	657	27.8	717	28.5	778	29.2
	TOTAL	1,965		1,933		1,959		1,992		2,018		2,133		2,247		2,362		2,475	



TABLE XXII J

OCCUP. TITLE ALL TITLES DATE PREPARED 07/05/72

AREA SOUTHERN				EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS								DIVISION ALL DIVISIONS				CATEGORY BOTH SALARY & HOURLY			
BASE NUMBER				1972 GOAL		1973 GOAL		1974 GOAL		1975 GOAL		1976 GOAL		1977 GOAL		1978 GOAL		1979 GOAL	
BLACK	MALE	26	0.4																
	FEMALE	151	2.9																
	TOTAL	177	3.3	210	3.9	263	4.9	317	5.8	364	6.6	442	7.6	514	8.4	594	9.2	681	10.1
ASIAN	MALE	42	0.7																
	FEMALE	20	0.4																
	TOTAL	62	1.1	81	1.6	114	2.1	147	2.7	184	3.3	235	4.0	284	4.6	336	5.2	387	5.7
AMERICAN INDIAN	MALE	6	0.1																
	FEMALE	4	0.1																
	TOTAL	10	0.2	10	0.2	12	0.2	18	0.3	22	0.4	31	0.5	39	0.6	46	0.7	55	0.8
SPANISH SPEAKING	MALE	180	3.4																
	FEMALE	153	2.8																
	TOTAL	333	6.2	377	7.1	446	8.4	524	9.7	606	11.0	711	12.3	819	13.4	941	14.7	1,063	15.8
TOTAL MAJORITY	MALE	254	4.6																
	FEMALE	328	6.2																
	TOTAL	582	10.8	678	12.8	835	15.6	1,006	18.5	1,176	21.3	1,419	24.4	1,656	27.0	1,917	29.8	2,186	32.4
OTHER	MALE	2,631	50.2																
	FEMALE	2,085	39.0																
	TOTAL	4,716	89.2	4,580	87.2	4,504	84.4	4,415	81.5	4,327	78.7	4,393	75.6	4,471	73.0	4,523	70.2	4,564	67.6
TOTAL EMPLOYED	MALE	2,945	54.8	2,863	54.4	2,859	53.4	2,871	52.9	2,874	52.2	3,003	51.6	3,120	50.9	3,248	50.5	3,339	49.5
	FEMALE	2,413	45.2	2,396	45.6	2,491	46.6	2,560	47.1	2,643	47.8	2,827	48.4	3,029	49.1	3,222	49.5	3,433	50.5
	TOTAL	5,358		5,259		5,339		5,421		5,501		5,810		6,119		6,428		6,736	



TABLE XXII K

OCCUP. TITLE ALL TITLES DATE PREPARED 07/05/72

AREA SOUTHERN				EMPLOYMENT CENTER ALL EMPLOYMENT CENTERS								DIVISION ALL DIVISIONS				CATEGORY HOURLY					
BASE NUMBER				1972 GOAL		1973 GOAL		1974 GOAL		1975 GOAL		1976 GOAL		1977 GOAL		1978 GOAL		1979 GOAL		GOAL	
BLACK	MALE	25	0.5																		
	FEMALE	147	3.3																		
	TOTAL	172	3.8	205	4.6	257	5.7	308	6.8	355	7.7	427	8.8	496	9.7	573	10.6	659	11.7		
ASIAN	MALE	38	0.9																		
	FEMALE	20	0.4																		
	TOTAL	58	1.3	77	1.8	110	2.5	141	3.1	178	3.9	217	4.4	262	5.1	312	5.9	363	6.4		
AMERICAN EUROPEAN	MALE	4	0.1																		
	FEMALE	3	0.1																		
	TOTAL	7	0.2	7	0.1	9	0.2	15	0.3	19	0.4	26	0.6	34	0.7	41	0.7	50	0.9		
SPANISH EUROPEAN	MALE	168	3.7																		
	FEMALE	145	3.3																		
	TOTAL	313	7.0	351	8.0	407	9.1	471	10.4	538	11.7	623	12.8	717	14.0	816	15.2	925	16.5		
TOTAL MINORITY	MALE	235	5.2																		
	FEMALE	315	7.1																		
	TOTAL	550	12.3	640	14.5	783	17.5	935	20.6	1,090	23.7	1,293	26.6	1,509	29.5	1,742	32.4	1,997	35.5		
OTHER	MALE	2,035	45.5																		
	FEMALE	1,887	42.2																		
	TOTAL	3,922	87.7	3,748	85.5	3,675	82.5	3,591	79.4	3,502	76.3	3,558	73.4	3,599	70.5	3,623	67.6	3,627	64.5		
TOTAL EMPLOYEES	MALE	2,270	50.7	2,207	50.3	2,198	49.3	2,207	48.7	2,201	47.9	2,307	47.5	2,393	46.8	2,485	46.3	2,551	45.3		
	FEMALE	2,205	49.3	2,181	49.7	2,260	50.7	2,315	51.3	2,391	52.1	2,544	52.5	2,715	53.2	2,880	53.7	3,073	54.7		
	TOTAL	4,475		4,388		4,458		4,526		4,592		4,851		5,108		5,365		5,624			



TABLE XXII L

												OCCUP. TITLE				ALL TITLES				DATE PREPARED			
																07/05/72							
AREA				EMPLOYMENT CENTER								DIVISION				CATEGORY							
SOUTHERN				ALL EMPLOYMENT CENTERS								ALL DIVISIONS				SALARY							
		BASE		1972		1973		1974		1975		1976		1977		1978		1979					
		NUMBER		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL		GOAL			
BLACK	MALE	1	0.1																				
	FEMALE	4	0.4																				
	TOTAL	5	0.5	5	0.5	6	0.6	9	1.0	9	0.9	15	1.5	18	1.7	21	1.9	22	1.9				
ASIAN	MALE	4	0.5																				
	FEMALE																						
	TOTAL	4	0.5	4	0.5	4	0.5	6	0.6	6	0.7	18	1.9	22	2.2	24	2.3	24	2.2				
AMERICAN INDIAN	MALE	2	0.2																				
	FEMALE	1	0.1																				
	TOTAL	3	0.3	3	0.3	3	0.3	3	0.4	3	0.3	5	0.5	5	0.5	5	0.5	5	0.4				
SPANISH SPEAKING	MALE	12	1.4																				
	FEMALE	8	0.9																				
	TOTAL	20	2.3	26	3.0	39	4.5	53	5.9	68	7.5	88	9.2	102	10.1	125	11.7	138	12.5				
TOTAL MINORITY	MALE	19	2.2																				
	FEMALE	13	1.4																				
	TOTAL	32	3.6	38	4.3	52	5.9	71	7.9	86	9.4	126	13.1	147	14.5	175	16.4	189	17.0				
OTHER	MALE	656	74.0																				
	FEMALE	196	22.4																				
	TOTAL	854	96.4	832	95.7	829	94.1	824	92.1	825	90.6	835	86.9	872	85.5	900	83.6	937	83.0				
TOTAL EMPLOYEES	MALE	675	76.2	655	75.2	658	74.8	664	74.1	673	74.0	696	72.5	727	71.9	763	71.7	788	70.8				
	FEMALE	211	23.8	215	24.8	231	25.4	241	25.9	252	26.0	283	27.5	314	28.1	342	28.3	360	29.2				
	TOTAL	886		870		889		895		909		959		1,011		1,063		1,112					



## SUMMARY OF RECOMMENDATIONS

The recommendations summarized below are geared to correct the deficiencies identified during the investigation of General Telephone. Most of these items have been referred to throughout the various sections of the report.

1. The President of General Telephone should re-affirm the company's affirmative action policy by holding another round of management meetings. They should be scheduled in such a way that they are immediately followed by smaller workshop sessions at which time management staff can share experiences with the program and have their questions clarified.
2. Every Area Manager and Division Manager should issue a strong written statement supporting the affirmative action program. The statement should make it clear that nothing less than the fullest cooperation from all employees will be tolerated.
3. The Goals and Timetables need to be expanded to indicate the point in time when it is expected that the percentage of minorities and females in management is equal to their percentage on the work force.
4. Review the schools used as a basis for estimating minority goals. Be sure areas within reasonable commuting distance are not excluded.
5. Get input from field personnel when affirmative action program is revised.
6. Every supervisor should submit a semi-annual report on what he or she has done to promote the goal of the affirmative action program. This ensures "accountability" at every supervisory level.
7. Any supervisor who acts in a manner contrary to the equal opportunity policy should be subjected to disciplinary action just as they would for violating any other company policy.
8. Performance evaluation of supervisors should include an assessment of their affirmative action efforts.
9. Each Area should have an Equal Opportunity Rep with dual accountability to both the Area Manager and Equal Opportunity Manager.
10. Hire a statistical analyst as an addition to the Equal Opportunity staff.
11. Add a Mexican-American and a Black Community Relations Representative to the Public Affairs staff.



12. Every Area should have a Community Affairs Guide similar to the one utilized in the Southern Area. These Guides should include activities relating to the minority communities.
13. Prepare an Equal Opportunity Handbook for supervision setting forth guidelines on personnel management in relation to the affirmative action program.
14. Provide supervision with in-depth training on Affirmative Action. Utilize outside resources for empathy skills training.
15. Conduct human relations training for hourly employees.
16. General Office instructional staff should be given empathy skills training to better equip them to communicate with minority trainees.
17. Those in supervisory positions who handle on-the-job training should themselves be trained in instruction techniques.
18. A system is needed to assess the effectiveness of training programs.
19. Record the number of minorities and females who participate in the Tuition Aid Program.
20. Employees should receive credit for additional skills training they undertake and that credit place them in a more competitive position when requesting a transfer. At the present time there is no incentive for an employee to increase his skills.
21. A Career Opportunity Handbook, which describes the various job classifications, should be developed for distribution to all employees. The Handbook should include a catalogue of skills training courses that are available.
22. Reassess recruitment activities. Develop more contacts with schools, including junior colleges, which have a high minority enrollment.
23. Notify recruitment resources that a high school diploma is not required for employment at General Telephone.
24. Prepare an attractive recruitment brochure that has an equal opportunity emphasis to be used for professional recruitment. Include information on housing opportunities.
25. Sharpen college recruitment activities by contacting professors, ethnic campus groups, and professional associations at the school. Involve minorities in college recruitment.
26. When resumes are received by mail for professional and management positions, acknowledge receipt of same by forwarding an employment application. Include a form requesting, on a



voluntary basis, ethnic identification. A covering letter should explain why the request is being made. This can be done only after an FEPC exemption is received and the form and covering letter is approved by the agency. Individuals who apply for professional positions at the employment office should be given the same materials for submission to the General Office.

27. Appoint a top level task force, including the Equal Opportunity Manager, to review the wage structure of jobs predominantly filled by women. Make appropriate adjustments so that wage scales are commensurate with skills required by the job performed.
28. Provide orientation for present female employees on job opportunities outside of the Office and Clerical area.
29. Train employment personnel on interview techniques for female applicants in order to explore possible interest in jobs not traditionally held by women. Document results on new approaches used in the interview process.
30. No employment office should be closed between noon and 2:00 p.m.
31. Employment offices, particularly those in areas of higher minority population, should have a minority employment representative.
32. Distribute "Tips for Job Seekers" in the employment office. It can be a valuable aid for persons waiting to be interviewed.
33. Each employment Center should have an applicant flow chart that indicates sex as well as ethnic group. The data should also reflect the number of applicants tested and the results.
34. Each employment Center should maintain a list of new hires showing sex, ethnic code, and classification. The Centers should be monitored periodically and the candidates selected compared to applications in the active file to be sure that qualified minority candidates are not being overlooked when vacancies occur.
35. The employment application form should be redesigned to eliminate those questions that are not job-related.
36. Revise the Hire/Transfer worksheet. Ethnic code and sex should be visible on all copies of the form if General Telephone has an FEPC exemption. Include a place to indicate if the applicant is being placed in the active or inactive file.
37. Develop uniform reporting and filing systems for all employment offices.
38. Every employment interviewer should explain to the applicant what may result if the application is falsified.



39. Display the FEPC Fair Housing poster in employment offices and work locations. Display poster-size photos of minorities at work and women in craft positions.
40. The Employment Office Audit results should be shared with the Equal Opportunity Manager.
41. New employee orientation should include an explanation of the affirmative action program.
42. Publish an Affirmative Action Handbook or Brochure for distribution to all employees.
43. Request a member of FEPC's Technical Advisory Committee on Testing to review current validation studies.
44. Add an ethnic code designation to computer run on test results.
45. Eliminate "Form A" currently being used for the typing test.
46. The proposed Manpower Planning Program should include a thrust directed at bringing more women into management jobs. This program must get underway without any further delays.
47. If there are no qualified minorities or females available for management promotions, outside hires should be considered before a final selection is made.
48. The "blue cards," formerly used for identifying high potential employees, should be coded by sex and ethnic group and given to the Equal Opportunity Staff for review.
49. Keep records of all candidates considered for hire or promotion into each salaried position that is filled. The records should indicate the sex and ethnic group of the candidates.
50. Personnel Development should be allocated funds which would allow them to hire a limited number of highly qualified minority and female candidates for professional positions although no specific job may be vacant at the time of application.
51. The Equal Opportunity Staff should be notified of all management openings as soon as they occur. Final selection should not be made until Equal Opportunity Staff refers candidates for consideration or notifies Personnel Development that they have no candidates to refer.
52. Each of the three Areas should have a Personnel Development Coordinator who reports directly to the Area Personnel Administrator.
53. The probationary period should be extended to six months. Three months is not sufficient time for a supervisor to make a valid judgment. Employees who could improve their performance with proper guidance and counseling are too frequently terminated to preclude their being protected by the union contract.



54. A representative of the Equal Opportunity Staff should be involved in setting union grievances filed by minority employees.
55. When economic conditions necessitate a layoff, management should have—and use—the prerogative of retaining 10% of the total number of employees involved out of seniority. The present contract allows for only 5% of each service year involved.
56. The union contract specifies that no more than 125 vacancies can be utilized for training purposes and selection for training is to be based on seniority. This clause should be amended to allow 250 positions to be utilized for training and seniority should not be included as a criterion for selection.
57. Fifty percent of all job vacancies should be utilized for new hires rather than transfer. The classifications utilized for this purpose should not include telephone operators and entry-level clerks.
58. Transfer requests should be accepted on the basis of "Area" as well as "Division" or a specific work location.
59. Minorities and females should be instructed on how to utilize the transfer system. They should be encouraged to submit transfers for a division or area rather than for a specific work location.
60. Employees should not be limited to only one transfer request at a time.
61. Transfer requests that involve a promotion or upgrade should be given preference over requests that result in a lateral or downward move regardless of seniority.
62. Force realignments should be handled in a manner that does not result in a hardship for minority employees. Decisions on force realignments and layoffs should not be made without input from the Equal Opportunity Manager.
63. Semiannually, the entire transfer system should be reviewed to identify the classifications and locations where there is the least competition for jobs. This information should be utilized in counseling minorities.
64. The quarterly Separation Analysis should include figures on minority terminations.
65. No minority should be terminated for poor performance unless there have been prior counseling and remedial training.
66. A member of the Equal Opportunity Staff should be consulted for concurrence before a minority is terminated.
67. Equal Opportunity Staff should conduct exit interviews when minorities are terminated to gain added insight into the effectiveness of the affirmative action program.



68. The Area publications, which are an adjunct to "General News," should have more minority exposure and should publicize females working in craft jobs.
69. Periodically include special enclosures in billing to publicize General Telephone's equal opportunity policy and inform customers that good service "comes in all colors."
70. General Telephone trucks are equipped for display cards. Placards on equal employment opportunity should be designed and displayed on these vehicles.
71. All advertising, including radio commercials, should contain the statement, "An Equal Opportunity Employer." Product ads that have photographs of people should be integrated.
72. Corporate contributions, donations, and memberships should be allocated to better reflect the minority population of the communities served by General Telephone.
73. Disseminate information to employees on fair housing laws, the agencies that enforce them, and the community organizations ready to assist when discrimination is encountered. Minorities may limit transfer requests because they are apprehensive about relocation. This information should also be discussed when promotion opportunities are offered to minorities.



RECOMMENDATION TO THE COMMISSION

The underutilization of minorities and females at General Telephone will not sufficiently improve if the company continues its laxness in carrying out proposed programs. Continued failure to meet the action commitments they have already made may leave the Commission no alternative but to ask for the intervention of the State Attorney General. In order to avoid such drastic measures, it is suggested that the Commission request General Telephone to submit a written response to the preceding summary of recommendations within sixty days, the response to include a target date for the implementation of each item. It is further suggested that General Telephone be monitored semiannually to ensure that a reasonable rate of progress is achieved.



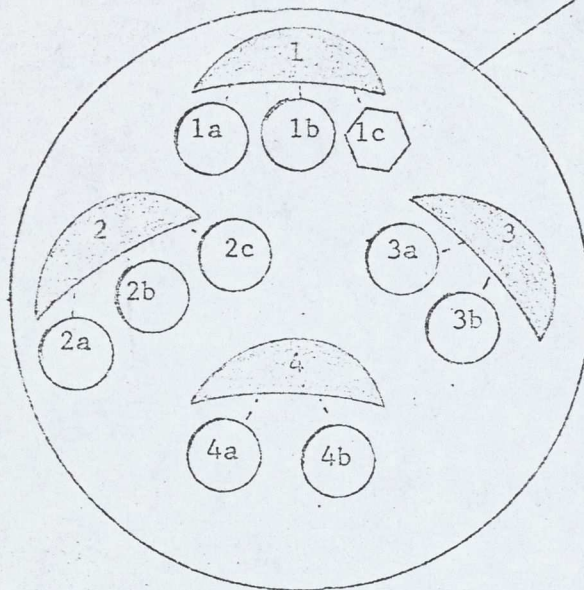
APPENDIX



General Office

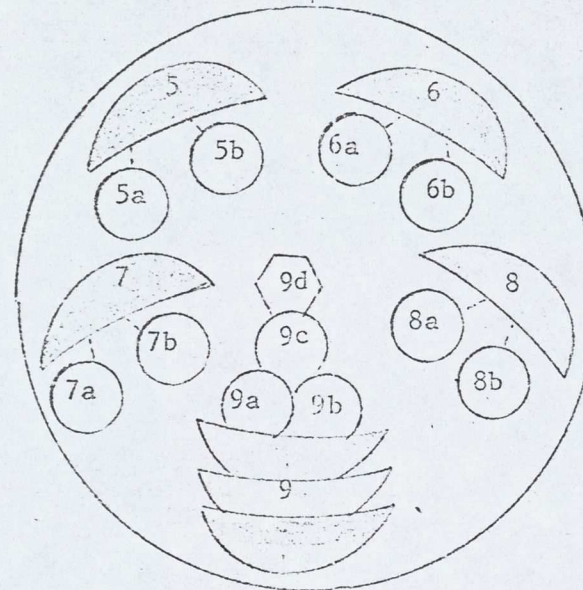
EXHIBIT A-1

EASTERN



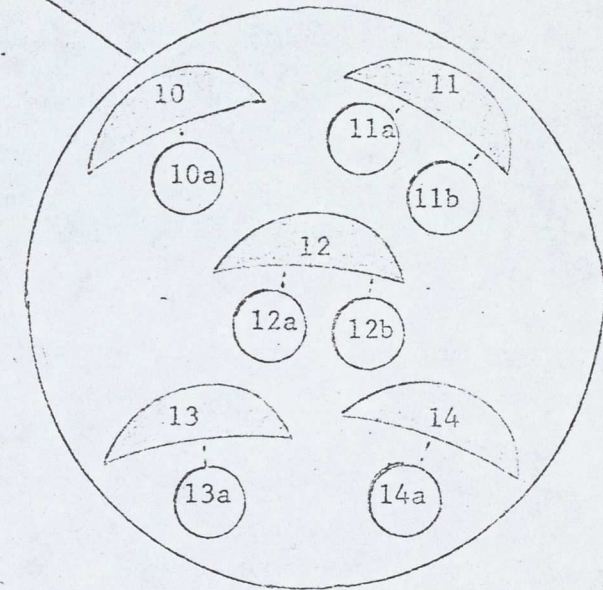
- 1 Pomona Employment Center
  - 1a Pomona Division
  - 1b Ontario Division
  - 1c General Staff Supply & Trans.
- 2 Covina Employment Center
  - 2a Covina Division
  - 2b Foothill Division
  - 2c La Puente Division
- 3 San Bernardino Employment Center
  - 3a San Bernardino Division
  - 3b Redlands Division
- 4 Palm Springs Employment Center
  - 4a Palm Springs Division
  - 4b Indio Exchange

NORTHERN



- 5 Santa Maria Employment Center
  - 5a Santa Maria Division
  - 5b Lompoc Exchange
- 6 Santa Barbara Employment Center
  - 6a Santa Barbara Division
  - 6b Goleta Exchange
- 7 Oxnard Employment Center
  - 7a Oxnard Division
  - 7b Thousand Oaks Exchange
- 8 San Fernando Employment Center
  - 8a San Fernando Division
  - 8b Lancaster Division
- 9 Santa Monica, West Los Angeles, Marina Employment Center
  - 9a Santa Monica Division
  - 9b West Los Angeles Division
  - 9c Marina Division
  - 9d General Office Headquarters

SOUTHERN



- 10 Whittier Employment Center
  - 10a Whittier Division
- 11 Downey Employment Center
  - 11a Downey Division
  - 11b Bellflower Division
- 12 Long Beach Employment Center
  - 12a Long Beach Division
  - 12b Lakewood-Uptown Division
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  - 13a
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(over)

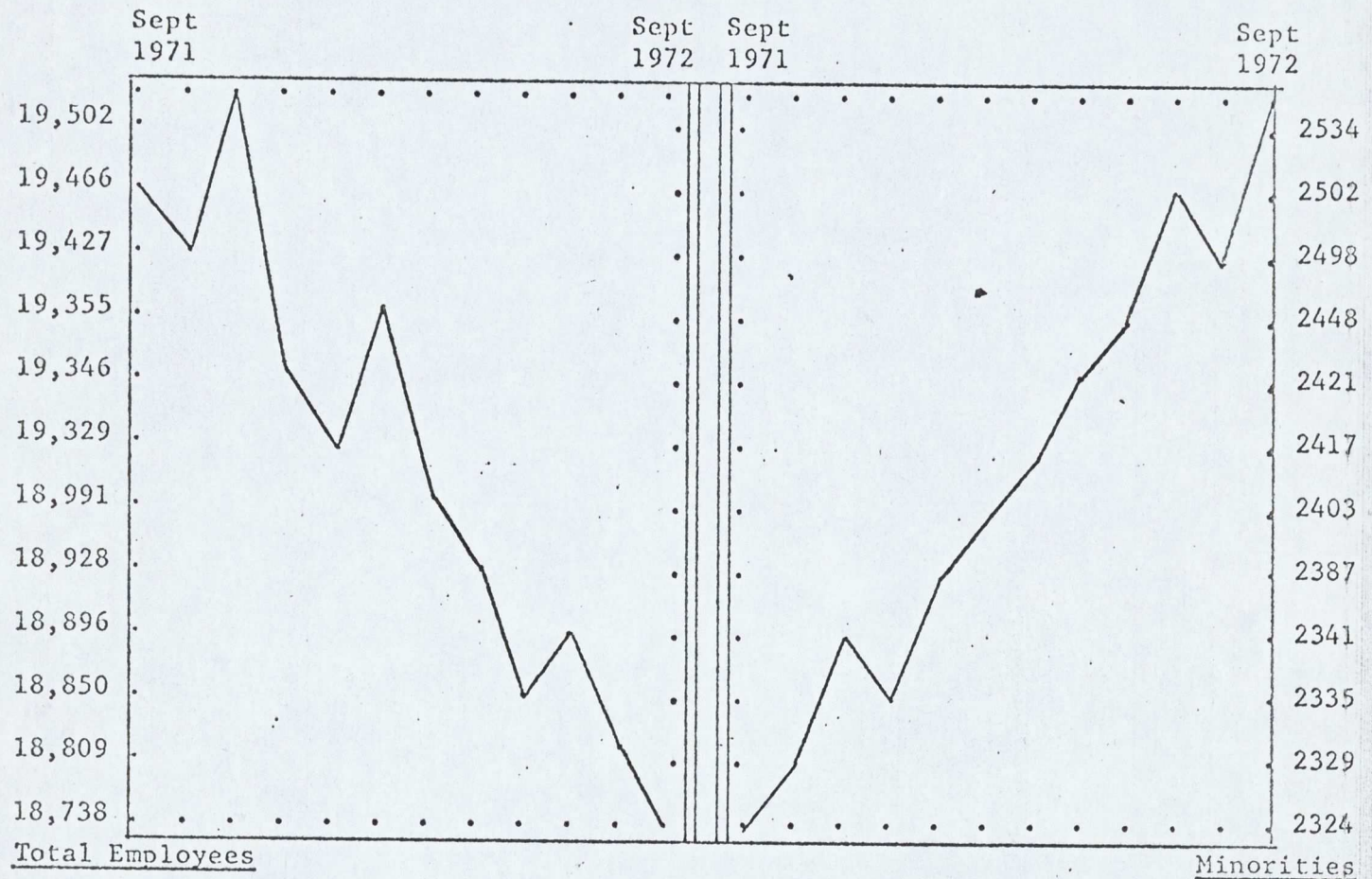


EMPLOYMENT CENTERS

Eastern Area	6009-A	Pomona
	6009-B	Covina
	6009-C	Indio
	6009-D	Palm Springs
	6009-E	San Bernardino
Northern Area	7009-A	Santa Monica
	7009-B	West Los Angeles
	7009-C	Marina
	7009-F	Oxnard
	7009-I	Santa Barbara
	7009-J	Santa Maria
	7009-K	San Fernando/Lancaster
Southern Area	8009-A	Downey
	8009-B	Westminster
	8009-C	Long Beach
	8009-D	Whittier
	8009-E	Torrance



EXHIBIT B-1



\*\*\*\*\*

Of total management, 4.89% are minority, or 190 employees of 3885. While approximately 95% of the company's management employees are still non-minority, there has been a percent increase in salary grades 3 and 4, with a corresponding decrease in salary grades 5 and 6, reflecting our reduction of the middle-management work force. Grade levels 7, 8 and 9 also show increases (see Exhibits 3 and 4, next page).



MINORITY MANAGEMENT ANALYSISEXHIBIT B-2

(Exhibit #3)

<u>Grade Level</u>	<u>Black</u>	<u>Asian</u>	<u>American Indian</u>	<u>Spanish Surname</u>	<u>Total</u>
Executive					0
1		1			1
2	1			3	4
3	1	3		6	10
4	2		1	12	15
5	12	19	4	62	97
6	5	4		2	11
7	2	3	1	10	16
8	7			5	12
9	10		2	12	24
TOTAL	40	30	8	112	190

(Exhibit #4)

<u>Grade Level</u>	<u>Percent Minority--June 1972</u>	<u>Percent Minority--Sept. 1972</u>
Executive	.0%	.0%
1	1.96	1.96
2	2.63	2.06
3	1.54	1.67
4	3.36	3.64
5	5.35	5.24
6	9.68	7.80
7	5.91	6.37
8	10.0	11.11
9	7.87	8.05



EXHIBIT B-3

In making a comparison of minorities and females represented in the EEO job categories from the third quarter 1971 to third quarter 1972, there are improvements in the minority percentages in several instances, however, the lower categories continue to reflect where minorities enter the company. Females, on the other hand, show less improvement:

EEO		
<u>Job Category</u>	<u>% Minority--Sept. 1971</u>	<u>% Minority--Sept. 1972</u>
Officials & Mgrs.	4.9%	5.2%
Professionals	3.8	2.8
Technicians	5.7	5.6
Sales Workers	2.8	3.6
Office & Clerical	13.8	17.4
Craftsmen	13.4	13.5
Operatives	21.2	21.9
Service Workers	28.0	31.6

EEO		
<u>Job Category</u>	<u>% Female--Sept. 1971</u>	<u>% Female--Sept. 1972</u>
Officials & Mgrs.	24.1%	23.3%
Professionals	6.7	7.0
Technicians	13.7	12.9
Sales Workers	13.9	16.7
Office & Clerical	95.1	94.3
Craftsmen	3.9	3.9
Operatives	15.4	16.5
Service Workers	28.0	21.1



DEPARTMENT OF INDUSTRIAL RELATIONS

## FAIR EMPLOYMENT PRACTICE COMMISSION

322 WEST FIRST STREET, LOS ANGELES, CALIFORNIA 90012 620-2610



PIER A. GHERINI

Chairman

C. L. DELLUMS

D. D. DIERS

MARK GUERRA

CATHERINE L. MONTGOMERY

STELLA C. SANDOVAL

J. M. STUCHEN

PAUL A. MEANY

Executive Officer

EXHIBIT C-1

October 13, 1972

The Fair Employment Practice Commission is currently evaluating the Affirmative Action Program of General Telephone and Electronics. As part of that project we are examining the effectiveness of their recruitment efforts.

Your agency has been named as a resource for minority applicant referrals. We ask that you answer the enclosed questionnaire and return it to the attention of the undersigned as quickly as possible. The information will be held in confidence.

Please phone (collect, if necessary) in the event you have any questions. If you are unable to furnish all of the information requested, please return the form partially completed.

Your cooperation is sincerely appreciated.

CAROL SCHILLER,  
Affirmative Action Consultant

CS:jl

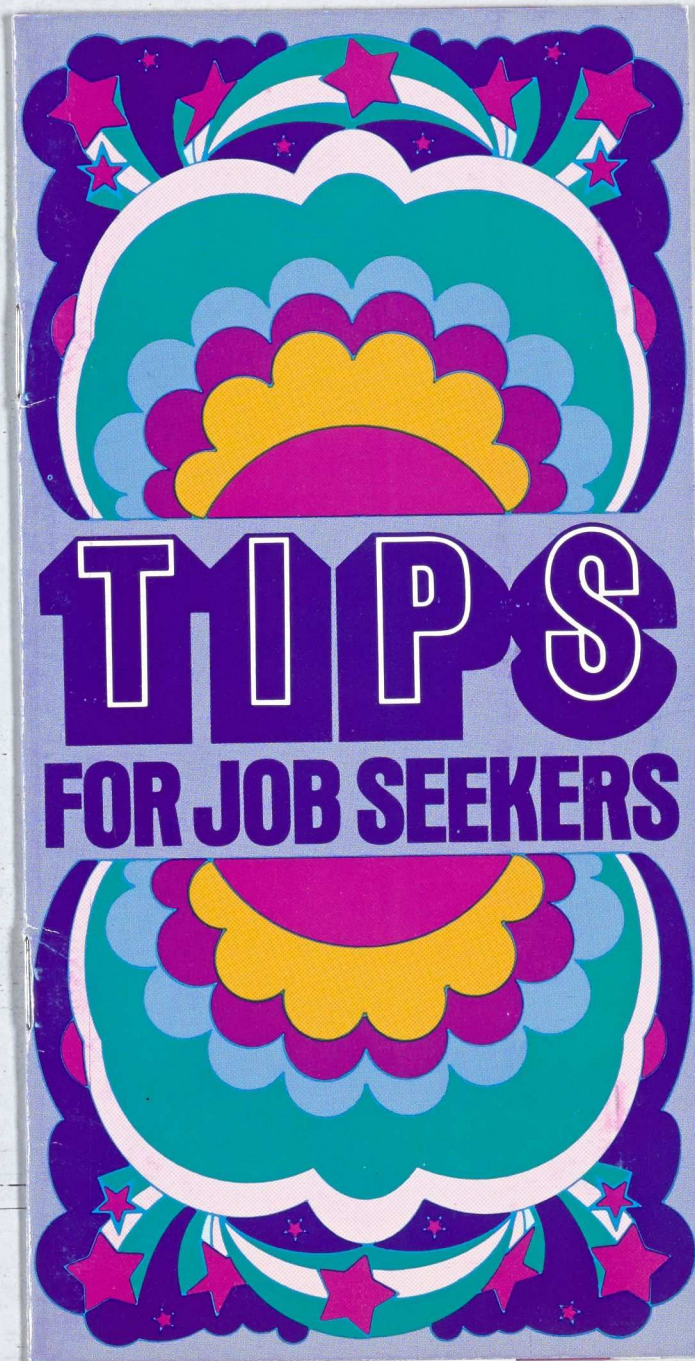
Enclosure







EXHIBIT D



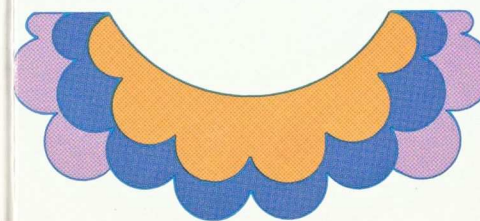




We at General Telephone have prepared this booklet as a help to you. It is designed to give you a few tips regarding the ingredients of successful job hunting.

It is possible you have already experienced some of the suggestions we are offering — maybe you have landed that first job. Now, after further education, you're looking for the position that offers career employment.

We extend to you our best wishes for a successful career.



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# DO'S

Bring the following papers and information with you:

- ★ social security card
- ★ high school diploma
- ★ California Driver's License
- ★ birth certificate (will be required when employed)
- ★ an accurate record of names and addresses of former employers including periods of employment
- ★ military separation papers (if applicable)

Dress appropriately. The best policy for dress and make-up is moderation.

Be prepared to fill out an employment application. Answer all the questions truthfully, write neatly and clearly, and, above all, spell correctly.

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## DON'TS

Don't take your parents or friends with you. Let your job hunting be a personal project.

Don't make appointments in which you are not interested.

Don't be late for interviews. Plan on arriving fifteen minutes early for your interview.

Don't give the impression that you are not sure of what you want. Don't say "I'll do anything" or "I don't know what I want to do." Apply for a specific job or field of work.

Don't chew gum during your interview.

Don't answer all questions asked you with just a yes or no. Speak freely and sensibly about matters of interest to you.

Don't be discouraged if you don't get the first job. Try again. A job is waiting somewhere for you.

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Recent surveys in various companies indicate these are the most frequently asked questions by employment interviewers.

1. Are you a high school graduate?
2. Do you possess a valid California Driver's License with a safe driving record?
3. In what type of position are you most interested?
4. What school courses did you like best? Least? Why?
5. What are your ideas on wages?
6. Do you prefer working with others or by yourself?
7. Do you prefer any specific geographic location?
8. Have you had any serious illness or injury?
9. What jobs have you enjoyed the most? The least? Why?
10. What kind of work interests you?
11. In what school activities have you participated? Why? Which did you enjoy the most?
12. What are your future vocational plans?



EXHIBIT D

13. How do you spend your spare time? Vacations? What are your hobbies?
14. Are you looking for a permanent or temporary job?
15. What have you learned from some of the jobs you have held?
16. How long do you expect to work?
17. What was your record in the military?
18. Do you prefer routine work?
19. Do you prefer regular hours?
20. What special skills do you have?

Tip — give some thought to answers to these questions prior to your job interview.



## APPLICATION FOR EMPLOYMENT



DATE

PLEASE PRINT LEGIBLY IN BLACK INK AND COMPLETE ALL INFORMATION

IDENTIFICATION	NAME (First)	(Middle)	(Last)	MAIDEN NAME
	PRESENT ADDRESS (Number, Street, City, State)			ZIP CODE
	FORMER ADDRESS (Number, Street, City, State)			SOCIAL SECURITY NO.

PERSONAL DATA	SEX <input type="checkbox"/> M <input checked="" type="checkbox"/> F	U.S. CITIZEN <input type="checkbox"/> NO <input checked="" type="checkbox"/> YES	HEIGHT FT. IN.	WEIGHT	AGE	DATE OF BIRTH MO DAY YR
	COLOR HAIR <input checked="" type="checkbox"/>	COLOR EYES <input checked="" type="checkbox"/>	RIGHT HANDED <input type="checkbox"/> NO <input type="checkbox"/> YES	WEAR GLASSES <input type="checkbox"/> NO <input type="checkbox"/> YES	DO YOU HAVE ANY PHYSICAL LIMITATIONS <input type="checkbox"/> NO <input type="checkbox"/> YES (Specify)	
	RESIDENCE OCCUPANCY <input type="checkbox"/> OWN/BUYING HOME <input type="checkbox"/> RENT <input type="checkbox"/> BOARD <input checked="" type="checkbox"/> LIVING WITH PARENTS			HAVE YOU EVER BEEN ARRESTED AND/OR CONVICTED (Applies to all Offenses Juvenile or Adult) <input type="checkbox"/> NO <input checked="" type="checkbox"/> YES		
	DO YOU HAVE A VALID CALIFORNIA DRIVER'S LICENSE <input type="checkbox"/> NO <input type="checkbox"/> YES			DRIVER'S LICENSE NO.		EXPIRATION DATE
	HAVE YOU HAD ANY TRAFFIC CITATIONS IN PAST TWO YEARS <input type="checkbox"/> NO <input type="checkbox"/> YES How Many		HAVE YOU HAD ANY AUTO ACCIDENTS IN PAST TWO YEARS <input type="checkbox"/> NO <input type="checkbox"/> YES How Many		HAVE YOU BEEN PLACED ON PROBATION FOR NEGLIGENT OPERATION DURING PAST TWO YEARS <input type="checkbox"/> NO <input type="checkbox"/> YES	

CAREER INTERESTS	HAVE YOU EVER BEEN EMPLOYED BY GENERAL TELEPHONE <input type="checkbox"/> NO <input type="checkbox"/> YES (List Dates)		LOCATION	REASON FOR LEAVING
	PREVIOUSLY APPLIED WITH GENERAL TELEPHONE <input type="checkbox"/> NO <input type="checkbox"/> YES (Where)		REFERRED BY <input type="checkbox"/> DEPARTMENT OF EMPLOYMENT <input type="checkbox"/> GENERAL TELEPHONE EMPLOYEE <input type="checkbox"/> NEWS PAPER	
	FOR WHAT POSITION ARE YOU APPLYING		DATE AVAILABLE	SALARY DESIRED \$
	IN WHAT OTHER POSITIONS ARE YOU INTERESTED		FUTURE CAREER OBJECTIVES WITH GENERAL TELEPHONE	
	CHECK EACH OF THE FOLLOWING THAT YOU ARE WILLING TO WORK <input type="checkbox"/> NIGHTS <input type="checkbox"/> EVENINGS <input type="checkbox"/> SATURDAYS <input type="checkbox"/> SUNDAYS <input type="checkbox"/> HOLIDAYS <input type="checkbox"/> ANYWHERE IN CALIFORNIA <input type="checkbox"/> IMMEDIATE AREA ONLY			

U.S. MILITARY	BRANCH OF SERVICE	RANK AT ENTRY	RANK AT DISCHARGE	ACTIVE DUTY FROM: TO:
	DUTIES	SPECIAL TRAINING RECEIVED		TYPE OF DISCHARGE
	PRESENT DRAFT OR RESERVE STATUS <input type="checkbox"/> NATIONAL GUARD <input type="checkbox"/> RESERVE <input type="checkbox"/> OTHER MILITARY STATUS (Specify)			

FAMILY DATA	MARITAL STATUS <input type="checkbox"/> SINGLE <input checked="" type="checkbox"/> MARRIED <input type="checkbox"/> SEPARATED <input type="checkbox"/> DIVORCED <input type="checkbox"/> WIDOWED <input type="checkbox"/> REMARRIED	NO. OF CHILDREN <input checked="" type="checkbox"/>	AGES <input checked="" type="checkbox"/>	NO. OF OTHER DEPENDENTS
	NAME OF SPOUSE <input checked="" type="checkbox"/>	OCCUPATION <input checked="" type="checkbox"/>	EMPLOYER <input checked="" type="checkbox"/>	
	NAMES OF RELATIVES EMPLOYED BY GENERAL TELEPHONE		OCCUPATION	LOCATION

SKILLS ACTIVITIES	HAVE YOU SPECIAL SKILLS OR OPERATE SPECIAL MACHINERY <input type="checkbox"/> NO <input type="checkbox"/> YES (Specify)	TYPING <input type="checkbox"/> NO <input type="checkbox"/> YES	WPM	SHORTHAND <input type="checkbox"/> NO <input type="checkbox"/> YES	I WPM	RADIO LICENSES <input type="checkbox"/> NO <input type="checkbox"/> YES
	HAVE YOU ANY OUTSIDE BUSINESS INTERESTS <input type="checkbox"/> NO <input type="checkbox"/> YES (Specify)	LIST HOBBIES OR INTERESTS				
	LIST EXTRACURRICULAR ACTIVITIES, CLASS OR CLUB OFFICES AND MEMBERSHIPS (Omit those that reflect race, color, creed, national origin, or ancestry)					

PERSON TO BE NOTIFIED IN EMERGENCY	ADDRESS	AREA CODE-TELEPHONE NO.
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AN EQUAL OPPORTUNITY EMPLOYER



# EMPLOYMENT/TRANSFER WORKSHEET

FORM 605027 (5-72)

## EXHIBIT F

No carbon required

<input type="checkbox"/> NEW HIRE <input type="checkbox"/> TRANSFER					
APPLICANT (First) (Middle) (Last)			POSITION	EMPLOYEE NO.	
PRELIMINARY INTERVIEW DATE	BY (Initials)	TESTING DATE	TIME	BY (Initials)	<input type="checkbox"/> DIDN'T SHOW
TYPING SPEED _____ SHORTHAND SPEED _____ DST _____					
GORDON A _____ R _____ E _____ S _____ T _____ MAT 3 _____ GTE MATH _____					
EAS 1 _____ 2-I _____ II _____ III _____ T _____ MAT 7 _____					
EAS 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ FACT 5A _____					
<input type="checkbox"/> NOT SUITABLE	<input type="checkbox"/> TEST SCORES	<input type="checkbox"/> REFERENCE CHECK	<input type="checkbox"/> NO MATCH	<input type="checkbox"/> VIETNAM VET	SEX <input type="checkbox"/>
<input type="checkbox"/> MEDICAL	<input type="checkbox"/> POLICE RECORD	<input type="checkbox"/> CHILD CARE	<input type="checkbox"/> NO OPENING	<input type="checkbox"/> MINORITY CODE	<input type="checkbox"/>
<input type="checkbox"/> DRIVERS LICENSE	<input type="checkbox"/> DD 214	<input type="checkbox"/> TRANSPORTATION	<input type="checkbox"/> NO SHOW		

<input type="checkbox"/> PERSONAL RECORDS	<input type="checkbox"/> DRIVING ABILITY	<input type="checkbox"/> POLICE RECORD	<input type="checkbox"/> SYSTEM COMPANY	<input type="checkbox"/> OUTSIDE FIRM
NAME OF PERSON OR COMPANY CONTACTED	DATE	DATES OF EMPLOYMENT	POSITION	RATE
SUPERVISOR'S RATING OF EMPLOYEE (Use Code Number)				<input type="checkbox"/> RECOMMENDED
1 - EXCELLENT	2 - ABOVE AVERAGE	3 - AVERAGE	4 - FAIR	5 - POOR
QUALITY	QUANTITY	ATTITUDE	ATTENDANCE	HEALTH
MEDICAL APPOINTMENT DATE TIME DOCTOR				MED FORMS FORWARDED DATE BY (Initials)
ADDITIONAL MEDICAL INFORMATION REQUIRED				
ADDITIONAL INFO FORWARDED	DATE	BY (Initials)	<input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> OK	DATE BY (Initials)
LIMITATION				
INTERVIEWERS CHECK LIST				
<input type="checkbox"/> AFFIRMATIVE ACTION	<input type="checkbox"/> MEDICAL CONSENT FORM	<input type="checkbox"/> DD 214		
<input type="checkbox"/> SOC SEC CARD	<input type="checkbox"/> COLOR BLINDNESS CHECK	<input type="checkbox"/> CALIF DRIVERS LICENSE		
INTERVIEWERS EVALUATION OF APPLICANT				
(Over)				
REFERRED TO (Name)	DATE	<input type="checkbox"/> NOT EMPLOYED (Explain)		
WAGE RATE	EMPLOYEE ORIENTATION	DATE	TIME	
EMPLOYMENT DATE	RC	WORK LOCATION	ID APPOINTMENT	DATE
			<input type="checkbox"/> YES <input type="checkbox"/> NO	



# EMPLOYMENT/TRANSFER WORKSHEET

FORM 605027 (5-72)

## EXHIBIT F

No carbon required

☐

NEW HIRE

☐

TRANSFER

APPLICANT (First)

(Middle)

(Last)

POSITION

EMPLOYEE NO.

PRELIMINARY INTERVIEW DATE

BY (Initials)

TESTING DATE

TIME

BY (Initials)

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CHILD CARE

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NO OPENING

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MINORITY CODE

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DRIVERS LICENSE

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DD 214

☐

TRANSPORTATION

☐

NO SHOW

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## FORM 605027 (5-72)

No carbon required

EMPLOYMENT/TRANSFER WORKSHEET FORM 605027 (5-72)				<input type="checkbox"/> NEW HIRE		<input type="checkbox"/> TRANSFER																	
No carbon required																							
APPLICANT (First)		(Middle)		(Last)		POSITION		EMPLOYEE NO.															
PRELIMINARY INTERVIEW DATE		BY (Initials)		TESTING DATE		TIME		BY (Initials)		<input type="checkbox"/> DIDN'T SHOW													
TYPING SPEED		SHORTHAND SPEED		DST																			
GORDON		A		R		E		S		T		MAT 3		GTE MATH									
EAS		1		2-I		II		III		T		MAT 7											
EAS		3		4		5		6		7		FACT 5A											
<input type="checkbox"/> NOT SUITABLE		<input type="checkbox"/> MEDICAL		<input type="checkbox"/> DRIVERS LICENSE		<input type="checkbox"/> TEST SCORES		<input type="checkbox"/> POLICE RECORD		<input type="checkbox"/> DD 214		<input type="checkbox"/> REFERENCE CHECK		<input type="checkbox"/> CHILD CARE		<input type="checkbox"/> TRANSPORTATION		<input type="checkbox"/> NO MATCH		<input type="checkbox"/> NO OPENING		<input type="checkbox"/> NO SHOW	
REFERENCE/CLEARANCE		<input type="checkbox"/> PERSONAL RECORDS		<input type="checkbox"/> DRIVING AUDIT		<input type="checkbox"/> POLICE RECORD		<input type="checkbox"/> SYSTEM COMPANY		<input type="checkbox"/> OUTSIDE FIRM													
NAME OF PERSON OR COMPANY CONTACTED		DATE		DATES OF EMPLOYMENT		POSITION		RATE															
SUPERVISOR'S RATING OF EMPLOYEE (Use Code Number)		1 - EXCELLENT		2 - ABOVE AVERAGE		3 - AVERAGE		4 - FAIR		5 - POOR		<input type="checkbox"/> RECOMMENDED		<input type="checkbox"/> NOT RECOMMENDED		<input type="checkbox"/> LIMITED							
QUALITY		QUANTITY		ATTITUDE		ATTENDANCE		HEALTH															
MEDICAL APPOINTMENT		DATE		TIME		DOCTOR		MED FORMS FORWARDED		DATE		BY (Initials)											
ADDITIONAL MEDICAL INFORMATION REQUIRED																							
ADDITIONAL INFO FORWARDED		DATE		BY (Initials)		<input type="checkbox"/> A		<input type="checkbox"/> B		<input type="checkbox"/> C		<input type="checkbox"/> D		<input type="checkbox"/> E		<input type="checkbox"/> OK		DATE		BY (Initials)			
LIMITATION																							
INTERVIEWERS CHECK LIST		<input type="checkbox"/> AFFIRMATIVE ACTION		<input type="checkbox"/> SOC SEC CARD		<input type="checkbox"/> MEDICAL CONSENT FORM		<input type="checkbox"/> COLOR BLINDNESS CHECK		<input type="checkbox"/> DD 214		<input type="checkbox"/> CALIF DRIVERS LICENSE											
INTERVIEWERS EVALUATION OF APPLICANT																							
(Over)																							
REFERRED TO (Name)		DATE		<input type="checkbox"/> NOT EMPLOYED		(Explain)																	
WAGE RATE		EMPLOYEE ORIENTATION		DATE		TIME																	
EMPLOYMENT DATE		RC		WORK LOCATION		ID APPOINTMENT		DATE		<input type="checkbox"/> YES		<input type="checkbox"/> NO											



**CAREERS WITH GENERAL TELEPHONE**

The careers available to you at General Telephone of California are many in nature; they are, however, classified in two major categories, craft and clerical. You will be given full consideration for employment in both categories without regard to race, religion, color, national origin, age, or sex.

The positions in the craft categories involve the installation and maintenance of telephone equipment. An example of jobs in this category are Linemen, Installer-Repairmen, and Framemen. The clerical positions include Operators, General Clerks, and Customer Representatives.



**GENERAL TELEPHONE COMPANY OF CALIFORNIA**

**AN EQUAL OPPORTUNITY EMPLOYER**



GENERAL TELEPHONE EMPLOYMENT TESTS

EXHIBIT H-1

<u>POSITION</u>	<u>TEST</u>	<u>MINIMUM SCORE</u>	<u>POSITION</u>	<u>TEST</u>	<u>MINIMUM SCORE</u>
ACCOUNTING CLERK	EAS-1	12	EQUIPMENT MAN - INSTALLATION	EAS-2	13
	EAS-2	22		EAS-3	12
	EAS-4	78		EAS-5	11
	TYPING*	40 WPM		MAT-7	8
ADMINISTRATIVE CLERK	EAS-1	12	EQUIPMENT MAN - MAINTENANCE	EAS-2	23
	EAS-2	16		EAS-3	14
	EAS-4	68		EAS-5	14
	TYPING*	40 WPM			
CABLE SPLICER	EAS-3	11	FRAMEMAN	EAS-3	14
	MAT-7	10		EAS-5	14
CUSTOMER REPRESENTATIVE	EAS-1	8	GENERAL CLERK	EAS-1	8
	EAS-2	15		EAS-2	I-10
	EAS-4	63		EAS-4	63
	EAS-6	4	INSTALLER REPAIRMAN	TYPING*	40 WPM
	GORDON PERSONAL PROFILE	+8R		EAS-1	9
DRAFTING CLERK	EAS-1	8	KEYPUNCH OPERATOR	EAS-2	13
	EAS-2	I-10		EAS-1	5
	EAS-4	77		EAS-2	11
	EAS-5	23		EAS-4	71
	TYPING*	40 WPM		TYPING	40 WPM
ENGINEERING FIELDMAN	EAS-2	18	LINEMAN	EAS-3	11
	EAS-4	64		MAT-7	10
	EAS-5	22			
			OPERATOR	EAS-1	9
				EAS-4	58
				D.S.T.	NONE



EXHIBIT H-2

<u>POSITION</u>	<u>TEST</u>	<u>MINIMUM SCORE</u>
PBX MAN	EAS-2	13
	EAS-3	15
SALES REPRESENTATIVE	EAS-1	14
	EAS-2	19
SERVICE CLERK	EAS-1	8
	EAS-2	13
	EAS-4	63
	TYPING*	40 WPM
ELECTRONIC AUTOMATIC EXCHANGE	EAS-5	29
	EAS-6	9
	EAS-10	7
	LARGE THORNDIKE	40

\* NOT ALWAYS REQUIRED, SEE JOB POSTING & TAB 9, TYPING



## FORM A

EXHIBIT I

America is the greatest nation in history. Its land is	55	
vastly rich and because its people are a free people, they	58	113
have been able to do more with the land than any other	54	167
people in the world. Free America has something to be	54	221
very proud of in its system of education where boys and	55	276
girls of the rich and poor can learn together. The United	58	334
States was the first to establish the principle which entitles	62	396
every child to learn to read and write whether his parents	58	454
can pay for it or not, and today nearly every country in the	60	514
world acknowledges the validity of this principle. It is the	61	575
basis of the present American system of education that	54	629
every child has a right not only to some learning, but a	56	685
right to the best learning that can be had. That is why	56	741
public schools try to give every boy and girl a chance to	57	798
go from first grade through college. Fifty years ago the	57	855
main purpose of the high school was to prepare students	55	910
for college, but today the aim is to prepare young folks for	60	970
whatever they want to do in life.	33	1003
In the light of present day events the young people who	55	1058
are in high school will be the men and women to solve the	57	1115
serious problems in a new world, problems of state and	54	1169
nation requiring honest and fair judgment of a momentous	56	1225
nature. The question arises as to what the young people	56	1281
are doing to prepare themselves for the problems which	54	1335
are sure to confront them as they take on their duties in	57	1392
the new world.	14	1406



### MANAGEMENT TERMINATIONS

#### Index of Management Terminations (Third Quarter)

1966	1967	1968	1969	1970	1971
1.00	2.30	1.43	1.30	.96	.96

Management terminations remained at .96% this quarter unchanged from third quarter 1970. This reflects the traditional decrease from second quarter statistics (1.3%). Of the 41 management employees separated this quarter 7 were voluntary, 4 involuntary and 30 withdrew from the local labor market.

### COMPOSITION OF NEW EMPLOYEES

As part of the program to locate and control causes of turnover, we are obtaining data on the New Hire/Re-Hire composition of new employees. During the first nine months of this year 1,912 employees were employed by the Company. Of this figure, 578 (30%) were reemployed. Of the 578, 304 (53%) were Rehires, 166 (29%) Return from Leave of Absence, 99 (17%) Return from Military Leave and 9 (2%) were System Transfers. We are beginning a study to determine the separation rates of these classifications in contrast to New Hires.

### MINORITIES IN OPERATOR SELECTION/RETENTION

Statistics gathered in the study of Operator selection and retention indicate a marked disparity in the representation of minorities in the employment process. Figure 3 shows the percent representation of Spanish Surnames applying to be 5.6% of the total applicants (38% of their representation in the community). In addition, Figure 3 shows Blacks to have a much lower retention rate (2% of all operators hired and retained) compared to their hire rate (7.1% of all operators hired).

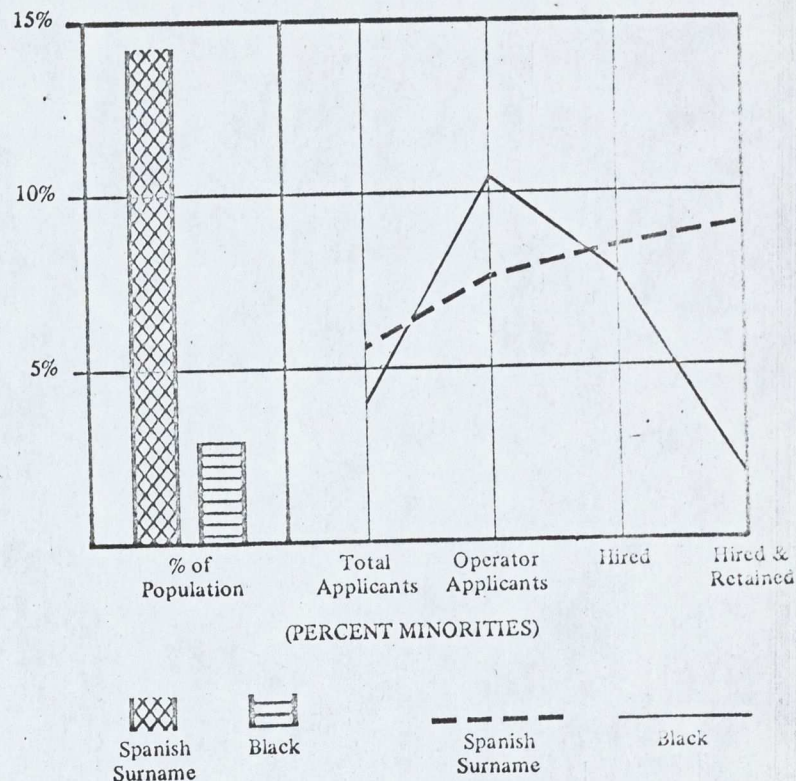
Figure 4 shows that the drop-out rate of all minorities is twice that of Anglos in the position of Operator.

Studies will be initiated to determine the cause of these unequal drop-out rates, looking specifically at training requirements in relation to job requirements, special minority problems in transportation and child care and sensitivity of instructors and supervisors to minority relations.

(3)

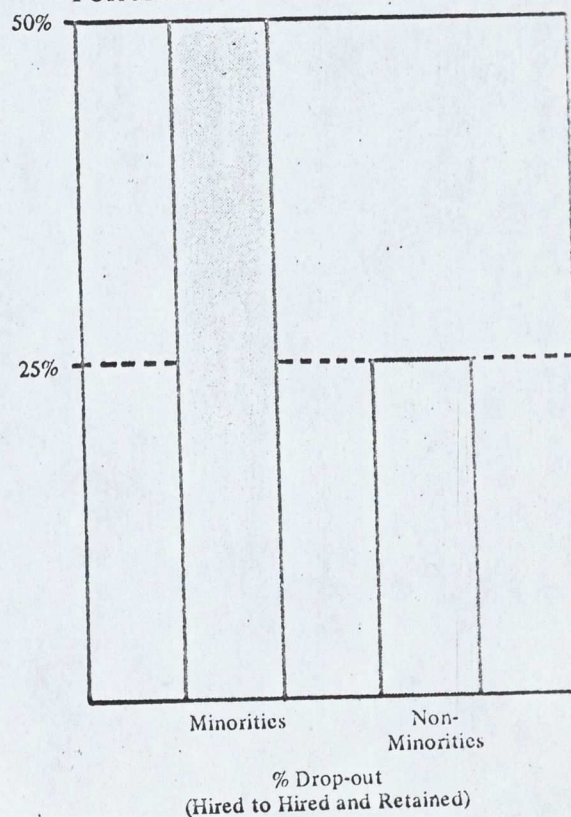
EXHIBIT J

### MINORITY REPRESENTATION IN OPERATOR SELECTION/RETENTION



(4)

### COMPARATIVE DROP-OUT RATES FOR MINORITIES AND NON-MINORITIES





# PREP WORK SHEET

4-63

EXHIBIT K

Name

*Netta*

Period Covered From

To

## Prep Factors

(Supv. Req.)	Dependability	Job Knowledge	Judgment	Attitude	Effort	Effect on Others	Learning Ability	Quantity of Acceptable Work	Safety Habits	Care of Company Property	Leadership Potential	Stronger Points	Weaker Points	Days Absent	Times Tardy	Date
1																5/28/71

Instructions: - Place check mark below factor or factors involved, show date incident occurred and in the space provided note briefly, but completely, the incident, observation or discussion with the employee. Each factor is consecutively numbered for your ease in locating it when making your entries.

Note Incident, Observation and/or Discussion with Employee

*netta didnt show up today she did not call*

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	6-2-71
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	--------

*netta was late 5 minutes*

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	6-4-71
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	--------

*Late 10 minutes*

*Late 10 minutes*

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	6-11-71
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	---------

*netta left the premises on her bike she was told that she can not leave the building during working hours*

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	6-14-71
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----	---------

*netta was late 8 minutes*

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
---	---	---	---	---	---	---	---	---	----	----	----	----	----	----



EQUAL OPPORTUNITY SECTION

Third Quarter Activity

During the third quarter of 1972, the Equal Opportunity Section has been maintaining its timetable by scheduling presentations to our Area employees, and has conducted in-depth Affirmative Action Programs to 916 supervisors, as well as assisting with the Cultural Awareness Programs given by the Personnel Development Section.

While our emphasis was internal this quarter, community contacts were quite numerous, with each Equal Opportunity Representative developing strong rapport with the minority groups in his/her assigned Area. Over 500 new contacts were made, either in brief discussions or planned meetings, where General's Affirmative Action Program and its impact upon the community was discussed.

We assisted many minority groups with donations through the Public Affairs Department, provided booklets for job seekers, a typewriter, an adding machine, etc. We showed films to adult and youth groups, held several orientation sessions, and our professional assistance was invited and rendered in many instances, i.e., Test Orientation Program for Job Corps for Women, Skill Centers, LAPD Interview Board, Operation SER, LULAC, Mexican-American Opportunities Foundation, Personnel Management Association of Aztlán, La Causa Youth Center, San Fernando High School Career Advisement Center, and many others.

A great deal of the Section's time has been spent this quarter providing the FEPC's consultant with information for their investigation of General Telephone. Their preliminary report dated October 1972 was prepared using our second quarter data (see Exhibit #1). During the third quarter, in most instances, we have been able to reflect gains over these second quarter figures.

For example, the company work force dropped from 18,850 to 18,738, while our minority population increased from 2448 to 2534, or from 13.0% to 13.5%. Even more graphic, our minority work force has increased steadily since September 1971, in spite of the cutback in employment



EXHIBIT L-2

There were no FEPC complaints filed against General Telephone Company during this third quarter. Fourteen informal complaints were investigated, and eight completed.

Beginning this quarter, we will be monitoring hourly and management transfers, downgrades and upgrades by ethnic codes and will be reporting this activity in the next quarter report.



Personnel Relations Group  
Second Quarter Activity

During the past quarter, the Personnel Relations staff has been working extensively on administrative details and has:

1. Completely revised and partially distributed the Company's Affirmative Action Program.
2. Completed the establishment of specific goals for the inclusion and distribution of minorities and women in each job classification within the company by area and each division therein.

Completion of the above has allowed the Personnel Relations staff to extend its contacts with company personnel and selected community agencies. Contacts with company personnel included, but was not limited to:

1. Distribution and explanation of the organization of the Affirmative Action book.
2. Presentations to familiarize management personnel with the Affirmative Action Program.
3. Suggesting methods to key management personnel to implement Affirmative Action and assure a good-faith effort.

Contacts with various community agencies have been maintained and others initiated. As the needs of the company and the agencies are determined, specific programs will be developed and applied. Note that our involvement with one group, the League of United Latin American Citizens (LULAC), has brought us a special industry award. However, it is anticipated, due to the company's current employment outlook, that 75 percent of the Personnel Relations staff's activity will be internal. Additionally, the staff has continued its contacts with other Affirmative Action groups, but not as extensively as experienced during the first quarter.

During the second quarter of the year, the company received 12 informal complaints and no FEPC complaints. Additionally, one EEOC complaint was received and one was closed. Currently there are 20 active EEOC complaints existing. It is interesting to note that there has been a significant decrease in the number of FEPC complaints from the previous year, and at the same time a corresponding increase in the number of informal complaints. This is attributed to the fact that company personnel are more aware of the existence of the Affirmative Action group and those who feel discriminated against do not have to go outside the company to lodge a complaint. With expanded staff activity in the field, this trend is expected to continue.



Statistically speaking, the percentage of minorities has increased from 12.6% to 13.0% during the second quarter. There are several points of interest involved in the analysis of this figure. At the end of the first quarter, the minorities in the company totaled 2,421 (12.6% of the total company population). As of the end of the second quarter, minorities totaled 2,447 (13% of the total company population). This is a net increase of 26 minorities on the payroll in one quarter. Furthermore, the employee count decreased from 19,335 to 18,850. See the attached material for further statistical information.

This year is basically a planning year. For the short time the group has been together, much has been accomplished. However, as we all recognize there is much more to be done.



PERSONNEL RELATIONS GROUP  
First Quarter Activity

EXHIBIT L-5

(1972)

The Personnel Relations staff has, during the past three months, been:

1. Revising the company's Affirmative Action Program to be consistent with Revised Order No. 4. The Corporate program has been completed.
2. Conducting detailed analysis of the utilization of company personnel with reference to minority and female participation.
3. Conducting an analysis of the population surrounding our company facilities.

The information derived from the aforementioned analysis has allowed establishment of goals and timetables for the inclusion of minorities and women in the company. Studies are being completed to allow establishment of specific goals and timetables for each area and division therein.

Plans under consideration or already submitted that will meet the requirements of Revised Order No. 4 include, but are not limited to, the following:

1. Empathy skills training for first-line supervisors.
2. Awareness Seminars for executives and key management.
3. Pre-management programs for women and minorities.
4. Women's accelerated management program for those currently in management.
5. Summer-Hire program for minority and women students.
6. Youth Opportunity programs to acquaint minority and female high school students with employment opportunities.
7. Child Care facilities.
8. Cooperation with skill centers.
9. Tutorial programs.
10. Transportation for minorities.
11. Affirmative Action committees.
12. Discrimination complaint investigation course.
13. Women's Survey.
14. Jewish Symposium.



Personnel Relations Group - First Quarter Activity  
Page 2

During the first quarter of the year, the company received 4 informal complaints and one FEPC complaint. Additionally, the EEOC has filed 18 complaints against our company in response to the March 24, 1972 amendment to Title VII of the 1964 Civil Rights Act.

Extensive contact with other Affirmative Action groups was made during the first quarter. They include, but were not limited to, such establishments as: Hughes Aircraft, North American Aviation, the City of Long Beach, TRW, Pacific Telephone, United Negro College Fund, American Jewish Committee, YMCAs, Boys Clubs, LULAC, Operation SER, FMAA, Community Service Organization, OIC, school districts and skill centers. Contacts have been made with a variety of governmental agencies including the Department of Health, Education and Welfare, FEPC, EEOC, Department of Labor, State Department of Education.

First quarter minority employment has increased from 2,341 (12.1% of company population) to 2,421 (12.6% of company population). This is significant in view of the fact that total company population has dropped from 19,502 to 19,335. See attached material for further statistical information.

The emphasis on administrative detail has not allowed extensive direct contact with division managers, or the people under his/her control. However, a great deal of contact has been made with the Area Personnel Administrators, as well as his/her staff, and the appropriate Area General Managers.



PLACEMENT AND ADVANCEMENT

I. REQUIRED ACTION

A follow-up file will be maintained of all minority and female employees indicating their advancement with the company. Their progress will be reviewed to determine when they are qualified for further training and advancement.

Participation by management personnel in special seminars, particularly concerned with employment of minorities and women.

Employees are encouraged to make use of the Company Policy concerning financial assistance towards educational endeavors. (Tuition Aid)

II. RESPONSIBILITY

It is the responsibility of the Personnel Development Manager with the assistance of department heads and supervisors in coordination with the Personnel Relations Group to comply with this section of the Affirmative Action Program.

III. APPLICATION

The records of minority groups and women employees are reviewed to assure that qualified individuals are given equal consideration as opportunities for upgrading, promotion, and transfer occur.

Where additional training and experience would be helpful for advancement, management counsels and assists minority and women employees.

Also, the company's Tuition Aid Program is made available to all employees who wish to better prepare themselves for a career with General Telephone Company of California.