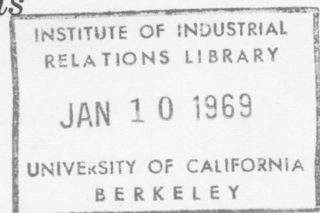


(*Report to Management*
No. 16)

EXPERIENCE OF
LOS ANGELES EMPLOYERS
WITH MINORITY GROUP
EMPLOYEES

By
William H. Reynolds



Los Angeles

Graduate School of Business Administration,
University of Southern California,
March, 1967.

University of Southern California
RESEARCH INSTITUTE FOR BUSINESS AND ECONOMICS
(USCRIBE)

Graduate School of Business Administration
University Park
Los Angeles, California 90007

JOSEPH W. EHRENREICH, *Director*
FREDERICK D. STURDIVANT, *Publications Director*

Through its business, governmental and basic research programs, USCRIBE brings the intellectual resources of USC's Graduate School of Business Administration to bear upon significant problems. It does so recognizing the responsibility the School has as a major private educational institution to the well-being of private industry and the general community.

To advance knowledge and to be useful in the fields of business and economics, USCRIBE undertakes contract research for private firms and public bodies and conducts, as well, its own basic research programs in such fields as:

Executive Evaluation and Development
International Business Operations
Management Control Systems
Marketing Strategies and Practices
Consumer Attitudes, Images, Opinions and Behavior
Mathematical Decision Making
Applications of Computers in Business Operations
Area Economics
Business and Public Finance
Accounting Systems
Long Range Planning
Administrative Behavior

Further information regarding USCRIBE'S research and advisory services may be obtained by contacting USCRIBE at (213) 746-2429.

INTRODUCTION

This *Report to Management* is a follow-up study of the experience of Los Angeles business firms which hired Negroes from South Central Los Angeles after the riots of August 1965 and the subsequent experience of the Negro employees themselves who were hired at that time.

Three groups were interviewed: Negroes who had been placed in jobs from the Watts Service Center, personnel directors of firms which had hired Negroes from the Center, and members of first line supervision in the same firms. The study was directed by William H. Reynolds, Professor in the Graduate School of Business Administration of the University of Southern California. Dr. Reynolds did his graduate work in public administration at the University of Chicago, taught at Illinois Institute of Technology, worked with the Office of Salary Stabilization during the Korean conflict, and was with Ford Motor Company for over ten years before joining the USC faculty.

The results of the study should encourage businessmen to make fuller use of the human resources represented by the Negro community. For example, turnover among the Negroes interviewed has averaged less than among employees in manufacturing firms in Los Angeles in general. The employers in the study reported that their Negro employees were much like their other employees on most measures of job performance. No problems with supervision or fellow workers have been encountered.

The study was underwritten by the Management Council for Merit Employment, Training & Research. The Council is a non-profit organization of Los Angeles businessmen which has been working actively to improve employment opportunities for Negroes and members of other minority groups. Appreciation is expressed to the Council, both for its support and its recognition of the need for an independent, outside look at the minority group employee.

Joseph W. Ehrenreich, *Director*
University of Southern California
Research Institute for Business
and Economics

EXPERIENCE OF LOS ANGELES EMPLOYERS WITH MINORITY GROUP EMPLOYEES

By

William H. Reynolds

Professor of Marketing

Graduate School of Business Administration

University of Southern California

THE UNIVERSITY OF SOUTHERN CALIFORNIA
RESEARCH INSTITUTE FOR BUSINESS AND ECONOMICS

CONTENTS

	Page
Summary	1
Background and Purpose of Study.....	2
Method of Study.....	3
Major Conclusions.....	5
The Employees Placed — Findings and Tables.....	9
A. Characteristics	
B. Experience on job	
C. Those who did not stay on job	
D. Discrimination versus lack of training	
The Personnel Directors and First Line Supervisors	
— Findings and Tables.....	17
A. Recruiting	
B. Employment standards	
C. Treatment of minorities on job	
D. Job performance of minorities	
E. Turnover, terminations, and promotions	
Comments and Recommendations.....	32
Appendices	35
A. Employee questionnaire	
B. Personnel director questionnaire	
C. First line supervisor questionnaire	
D. Firms interviewed	
E. Jobs employees were placed in	

SUMMARY

This study was conducted by the University of Southern California Research Institute for Business and Economics, the research arm of the USC Graduate School of Business Administration. The purpose of the study was to follow up the experience of (a) business firms which hired Negroes from South Central Los Angeles after the riots of August 1965, and (b) the subsequent experience of the Negroes hired at that time.

The results are encouraging. Personnel directors and first line supervisors agree that Negro employees are much like other employees with respect to most measures of job performance. Turnover has been about the same as — or better than — among other employees. *All of the personnel directors say that their experience has caused them to plan to hire at least as many minority group employees as in the past, and one-third plan to hire more.* Expected problems with supervision and fellow workers have failed to materialize.

Employment standards are still a problem. Many firms require a high school education or the passing of written tests. The evidence indicates, however, that employers are increasingly recognizing the special cultural problems of the Negro community. Police records, for instance, are beginning to be scrutinized on an individual basis and the nature of the job being applied for taken into account.

The Negroes who were placed have done relatively well. Two-thirds are still on the job, and almost all of these said the job was better than others they had in the past. Half of the one-third who have left the jobs in which they were originally placed have found better jobs. Most have received pay increases or promotions. *None of those who had left their original jobs gave discrimination as the reason.*

About one-third of the Negroes interviewed had moved their place of residence since being employed; almost all who had moved said their new home was better.

Lack of education and training, according to both employers and Negro employees, is the principal factor holding back Negro

employment. One impression gained from the study is that it is basic education and pre-vocational training that constitute the principal lacks, and that employers stand ready to provide training in specific skills to *trainable* employees.

Most employers think Negroes are as promotable as other employees, but some still seem to think of Negroes as less promotable than other employees. This may reflect a combination of the actual lower level of education among many Negro employees and a residuum of stereotyped thinking.

Positive recruitment efforts are required to reach prospective Negro employees, and the study suggests that few firms try to provide any special counseling, help with transportation, or in any other way treat their Negro employees differently than they do their other employees. Present efforts by employers in recognizing and acting upon the problems arising from the cultural environment of the disadvantaged Negro should continue and be expanded.

BACKGROUND AND PURPOSE OF STUDY

The study was sponsored by the Management Council for Merit Employment, Training & Research, a non-profit public service corporation which was formed in March of 1966. The Council is an outgrowth of the Los Angeles Chamber of Commerce Rehabilitation Committee appointed shortly after the riots of August 1965.

The President of the Council is Mr. H. C. (Chad) McClellan, and the Executive Director is Mr. Murray A. Lewis. The Council is supported primarily by funding from the John Randolph Haynes and Dora Haynes Foundation, the Ford Foundation, and firms in the aerospace industry.

Immediately after the riots 100 major Los Angeles firms were solicited directly by the Council to encourage them to employ Negroes from the "curfew" area. This was followed by an enlistment of another 167 companies. A short time later the full resources of various trade associations were brought into the program. These additional resources were channeled not only to the curfew area but to the East Los Angeles area as well. (Population in this area is predominantly Mexican-American.) There are at present 2600 cooperating employers in the Management Council program.

The purpose of the present study was to find out what experience cooperating companies have had with their Negro employees. Have the Negroes who were placed been successful in their work? How many still have jobs? How many have been promoted or received raises in pay? How many have been laid off? What problems have been encountered? What has been the experience of first line supervisors with Negro workers?

The funds available for the study made it necessary to limit inquiry mainly to Negro workers, although some information was obtained on employer experience with Mexican-American workers. Also, the East Los Angeles Service Center — primarily serving Mexican-Americans — did not become operational until well after the Watts Service Center, and it seemed advisable to delay follow-up of Mexican-American employees placed by the Center until more experience had been gained. It is hoped that a subsequent full-scale study can explore the problems of Mexican-Americans thoroughly.

It should be emphasized that the findings reported cannot be taken as conclusive. The study was initiated as a preliminary investigation to furnish guidelines for a later more ambitious undertaking.

METHOD OF STUDY

Informal Interviews

In designing the sample and questionnaire to be used in the study and to gain insights and interpretations, personal informal interviews were conducted with the personnel directors of five Los Angeles firms and with employees or representatives of the following groups and agencies:

- California Department of Education
- California Department of Public Social Services
- California Division of Apprenticeship Standards
- California Division of Fair Employment Practices
- California State Employment Service
- East Los Angeles Service Center
- Economic and Youth Opportunities Agency
- Human Relations Commission of the City of Los Angeles
- Los Angeles Chamber of Commerce
- Los Angeles City Schools
- Los Angeles County Commission on Human Relations

Operation Bootstrap
Opportunities Industrialization Center
President's Committee on Manpower
Sons of Watts Improvement Association
Watts Service Center
West Coast Trade Schools
Westminster Association
U. S. Bureau of Apprenticeship Training
U. S. Civil Service
U. S. Department of Commerce
U. S. Department of Defense, Office of Contract
Compliance
Urban League
United Civil Rights Council

In most cases, several different people were interviewed in each of the groups and agencies listed, and follow-up interviews were conducted in some cases. (The list is not exhaustive, incidentally; some groups preferred to remain anonymous.) In total, approximately 75 persons concerned with the problem of Negro training and employment were consulted. Their help is acknowledged here with appreciation, but with no implication of responsibility on their part for any of the findings presented. The questionnaires developed used some questions from a national study conducted by the National Industrial Conference Board. No comparisons are made because of differences in sample selection and question sequence. Appreciation is expressed to the Conference Board.

Formal Study

In the formal study itself, three groups were selected for interviewing:

1. Personnel directors or employment managers of firms which responded to the initial appeal of the Management Council and hired Negro employees through the Employment Service Section of the Watts Service Center.
2. First line supervisors in the same firms.
3. Negroes who were placed in jobs through the Watts Service Center following the initial appeal of the Management Council.

All three samples were drawn on a random basis from the files of the Watts Service Center.

Three factors may have operated to bias to some extent the responses of the employer samples in a positive direction: first, a possible reluctance to express negative attitudes toward minorities; second, the possibility that the firms that responded to the Management Council are in fact more favorably disposed toward minority groups; and third, the possibility that the Negroes initially placed were more readily "employable".

Nevertheless, the findings presented *can* be taken as more-or-less accurately reflecting the experience of firms which actively sought out Negro employees after the riots in August 1965.

The Employee Study

A random sample was drawn of 100 Negroes placed in jobs from the Watts Service Center by the California State Employment Service from September 1965 to April 1966. Certain information on the respondents was drawn from the files of the Center and other information obtained in personal interviews. These personal interviews were conducted by Negro staff members of the Employment Service Section of the Watts Service Center. It proved impossible to locate four of the members of the sample. (Interviewing was conducted in October and November of 1966, six to fourteen months after the employees were placed.)

The Employer Study

A sample of 74 firms which had employed Negroes through the Watts Service Center from September 1965 to April 1966 was drawn from the files of the Center. Mail and telephone were used to contact these firms and make appointments for personal interviews with their personnel directors and with one member of first line supervision with Negroes in his work force. It was not possible to arrange interviews with all of these firms, and the data below are based on interviews with 59 personnel directors and 58 supervisors. All of these interviews were conducted by students in the USC School of Business Administration.

MAJOR CONCLUSIONS

The Employees

1. The Negro employees interviewed were a relatively good sample of the Negro population of South Central Los An-

geles. The data obtained on age, education, length of residence in Los Angeles, etc., are reasonably consistent with internal California State Employment Service analyses. It should be emphasized, however, that the sample was not representative in at least two ways. First, all of the respondents were at least sufficiently motivated to find work to register with the State Employment Service (although some registered only after employers began active recruiting). Second, the respondents were immediately employable, or at least were considered so by the firms which hired them. Nevertheless, all of those interviewed were people who were looking for jobs and were helped to find them.

2. Once on the job, the Negro employees seem to have done well. Two-thirds were still with the firms that had originally hired them, and, among these employees, about half had been promoted and almost all had received pay increases. (In many cases, no doubt, the pay increases were due to company policies providing for automatic increases after so many months on the job.) Their median wage was \$2.75 an hour and almost all said that their present job was better than other jobs they had had in the past.
3. One-third of the Negroes placed were no longer with the firm that had originally hired them. (This was six to fourteen months after they were hired.) About half of those who had left their jobs were working some place else and in many instances described their present job as better. About 15 per cent were unemployed again at the time of interview. In effect, positive results were obtained in the case of approximately 80-85 per cent of the Negroes placed.
4. Not one of the employees who had left the jobs in which they had been placed said that they left because of discrimination. (Recall that they were being interviewed by other Negroes.) Their replies were frank. One respondent said: "There was no future with the company. It wasn't discrimination though. There wasn't any future for anybody." Another said simply that he was caught sleeping on the job. Perhaps the most significant difference between the employees who had stayed with the companies that had hired them and the employees who had left (either voluntarily or not) was that the former

group were placed in higher paying jobs. Most of the employees who had left had been in jobs paying less than \$2.00 an hour.

5. The Negroes in the sample did not seem especially concerned about job discrimination. Only about ten per cent mentioned discrimination when asked if the company hiring them had given them an opportunity based on their ability and performance. Similarly, when asked specifically what they saw as the major factor holding back Negro employment, only 20 per cent said discrimination. Almost monotonously, the respondents said lack of education, lack of training, lack of experience, lack of skill, lack of qualifications.

This is important. It points up the fact that the Negro community itself — or a major segment of it — believes that education and training is an answer to Negro unemployment and under-employment.

The Personnel Directors and First Line Supervisors

1. No less than 26 different organizations, agencies, and groups were named by the personnel directors when they were asked what private or public agencies they had worked with in hiring minority group employees.
2. All the firms interviewed have listed job openings with the California State Employment Service Centers, most have worked with other organizations trying to place minority group employees, most have advertised in minority group newspapers, most have sent recruiters into minority group neighborhoods, and almost all have tried to use their present minority group employees to recruit other minority group employees.
3. On the other hand, the study produced some evidence which would indicate a continuing need for employers to evaluate employment standards and tests as they relate specifically to actual jobs. For example, is a high school certificate required for certain jobs? Do the tests that are administered tend to bar some minority group applicants from being given the opportunity to get into a job? In fact, do the standards and tests tend to limit the supply of manpower that would prove

to be productive if more realistic measures were used? Few tests are culture-free, and personnel directors tend to agree that Negroes and Mexican-Americans do not do as well on the tests used as other applicants. Some companies, including several of the largest in California, are developing standards which relate more specifically and realistically to the requirements of the job.

4. Most firms said they try to treat minority group employees exactly like other employees. More recognition should be given to the problems arising from the cultural environment of the Negro community.
5. With respect to performance on the job, personnel directors and first line supervisors agreed that Negroes and Mexican-Americans were much like other employees. First line supervisor ratings of minority group members were somewhat higher than personnel director ratings on a list of job performance factors.

Only about one out of five personnel directors and only about one out of ten members of first line supervision felt that Negroes required more training than other employees.

6. Turnover among Negroes and Mexican-Americans was reported to be about the same as among other employees. The number of minority group employees who received pay increases or promotions was also reported as about the same as in the case of other employees. Overwhelmingly, poor education and the lack of basic qualifications were cited as the principal factors holding back minority group employment. About ten per cent of the personnel directors and first line supervisors also mentioned "poor attitude" as a problem among Negroes and about 15 per cent mentioned "language" as a problem among Mexican-Americans.
7. Over-all, the experience of companies that have hired Negroes and Mexican-Americans has been significantly favorable. About one-third said that their experience has caused them to plan to hire more minority group employees in the future than they had in the past and about two-thirds said they planned to hire about the same number as in the past. *None said they planned to hire fewer.*

DETAILED FINDINGS ON THE EMPLOYEES PLACED

- A. Characteristics**
- B. Experience on job**
- C. Those who did not stay on job**
- D. Discrimination versus lack of training**

A. CHARACTERISTICS OF EMPLOYEES

The median age of the employees placed was 25.5 years. About 50 per cent were in their 20's.	16-20 years old	22
	21-25	27
	26-30	21
	31-35	15
	36-40	7
	41-45	5
	46-50	—
	51-55	—
Most were the primary wage earner in their families.	56 and over	2
	No answer	1
	Primary Wage Earner	76
	Not Primary Earner	21
Most were married.	No answer	3
	Married	62
	Single	23
	Divorced	6
	Widowed	3
	Separated	5
Most were males.	No answer	1
	Male	61
	Female	32
Sixty-two had two or more dependents and 30 had four or more. This and the immediately preceding tables show that the study was concerned primarily not with youths but with men and women with families to support.	None	13
	One	23
	Two	18
	Three	14
	Four	12
	Five or more	18
	No answer	2
One out of six had a police record. (Although some may have police records they did not report.)	Police Record	17
	No Record	81
	No answer	2
Ten per cent, or about half of those with records, had convictions as well as arrests in their background.	Arrests only	7
	Convictions	10
	No Record	81
	No answer	2

A. CHARACTERISTICS OF EMPLOYEES (Cont'd)

Their median education was 11.5 years, with one college graduate in the group. (This median education figure naturally does not necessarily reflect actual achievement level and may have been exaggerated by some respondents.)	8 years	2
	9 years	5
	10 years	5
	11 years	10
	12 years	50
	13 years	12
	14 years	11
	15 years	2
	16 years	1
	No answer	2
Most were long time residents of Los Angeles; 71 said they had lived in the area for six years or more. This is consistent with U. S. Census data.	Under one year	2
	One year	10
	Two years	6
	Three years	2
	Four years	2
	Five years	3
	Six or more	71
	Not located	4
Four respondents could not be located and another nine either would not or could not report their total family income over the past year. Among those responding (87), about half (42) said their total family income last year was less than \$4,000.	\$2,000 or less	12
	\$2,001 - \$3,000	12
	\$3,001 - \$4,000	18
	\$4,001 - \$5,000	15
	\$5,001 - \$6,000	8
	\$6,001 - \$7,000	7
	\$7,001 - \$8,000	7
	\$8,001 - \$9,000	4
	\$9,001 - \$10,000	—
	\$10,000 or more	4
Almost half the respondents said that there was another wage earner in their families in addition to themselves. This is the reason for some of the higher incomes reported in the table above.	Another wage earner in family	43
	No other wage earner	53
	Not located	4

B. EMPLOYEES STILL ON THE JOB

What happened to the employees placed once they were on the job? Nine out of ten were placed in jobs other than their regular occupation. (See Appendix E.)	Same as regular occupation	10
	Different	90

B. EMPLOYEES STILL ON THE JOB (Cont'd)

Two-thirds (62) were still with the company that hired them. When contacted to establish appointments for personal interviews, four of the Negroes could not be located. One-third (32) had left the firm that originally hired them.	Still with company	62
	Not with company	32
	No answer	2
	Not located	4

Let us look first at those 62 employees who were still with the company that hired them. Almost all said their job was better than other jobs they had had in the past.	Better	49
	Worse	3
	About same	5
	No answer	5

About half said they had been promoted since they had been on the job.	Been promoted	32
	Not promoted	30

Almost all had received pay increases since they had been on the job. (Automatic pay increases may account for this unexpected high percentage.)	Raise in pay	55
	No raise	5
	No answer	2

Almost all were in jobs paying more than \$2.00 an hour. Their median current wage was \$2.75. Only 11 per cent were making less than \$2.00 an hour. (Other data indicate that the median wage rate for unskilled jobs in the greater Los Angeles area as of September 1966 was \$2.39 an hour.)	\$2.00 or less	11
	\$2.01 - \$2.25	6
	\$2.26 - \$2.50	6
	\$2.51 - \$2.75	8
	\$2.76 - \$3.00	16
	\$3.01 - \$3.25	9
	\$3.26 - \$3.50	4
	\$3.51 or more	2

Other data are available indicating that separations among employees of manufacturing firms in the Greater Los Angeles area average 4 to 5 per cent per month. Thus, more of the Negroes placed stayed on the job than would be expected.

C. EMPLOYEES WHO HAD LEFT JOBS

What about the 32 employees who were no longer with the company that had hired them? About half had found other jobs.	Working some place else	14
	Not working	16
	No answer	2

Among those 14 employees who had found other jobs, most described them as better.	New job better	13
	Same	1

Among those who had left, about half said they left within the first four months on the job.	Left after one month	4
	Two	7
	Three	3
	Four	2
	Five	5
	Six	3
	Seven	1
	Eight	3
	Nine	1
	Ten	1
	No answer	2

Many different reasons were given by the employees when asked why they had left the job or been terminated. <i>None mentioned discrimination.</i> (But remember the qualifications discussed under "Method"; the firms which hired these employees may have more favorable attitudes toward Negroes than other Los Angeles firms.)	Laid off, no reason given by respondent	6
	Lacked necessary skills	5
	Found better job	3
	Lack of child care	2
	Lack of transportation	2
	Returned to school	2
	Bad shift	1
	Domestic problems	1
	Not a full-time job	1
	Company folded	1
	Pregnancy	1
	Illness	1
	Falsified application	1
	Was arrested	1
	Believed to be dope addict	1
	Poor attendance	1
	Sleeping on job	1
	Didn't call in when ill	1

The reasons given for leaving were in many cases amazingly frank, e.g., "Found sleeping on job".

C. EMPLOYEES WHO HAD LEFT JOBS (Cont'd)

The employees who had left their jobs had received much lower pay than those employees still on the job. For example, more than half had been paid less than \$2.00 an hour, while almost all of those who had stayed were being paid more. The median wage was \$2.00 or less compared with \$2.75 for the 62 employees still with the original company that hired them. The two groups are compared in the table to the right. The difference is clearly statistically significant.	\$2.00 or less	17
	\$2.01 - \$2.25	2
	\$2.26 - \$2.50	3
	\$2.51 - \$2.75	3
	\$2.76 - \$3.00	5
	\$3.01 or more	2
	Stayed on Job	Left Job
Earned less than \$2.00	11	17
Earned more than \$2.00	51	15

D. DISCRIMINATION VERSUS LACK OF TRAINING

What about discrimination? It will be recalled that none of the 32 employees who had left the company in which they were placed gave discrimination as the reason in reply to an open-ended question. When the <i>total</i> sample of 96 employees located were asked specifically if they thought the company that hired them originally had given them an opportunity on the job which was based on their ability and performance, most answered yes.	Received opportunity based on ability and performance	71
	Did not	20
	No answer	5
	Not located	4

Even among the 20 who said their opportunity was not based on ability and performance, discrimination against Negroes was not by any means the only reason given for feeling that opportunity with the company was limited. Some of the reasons given were ambiguous, but from 9 to 13 seem to have encountered what they considered discrimination.	Discrimination	8
	No future for anybody	3
	No future for Negroes	1
	Too much politics	1
	No raise after nine months	1
	Unfriendly supervisor	1
	Not allowed to transfer	1
	Too much emphasis on seniority	1
	Too many rules	1
	Felt unwanted	1
	Company unfair in firing me	1

D. DISCRIMINATION VERSUS LACK OF TRAINING (Cont'd)

Discrimination, in the opinion of the Negroes interviewed, fell far below education and training as a factor holding back Negro employment <i>in general</i> . (Remember that these responses came from Negro employees, a full third of whom had left the jobs in which the Watts Service Center had placed them, and who were being interviewed by other Negroes.)	Lack of education	28
	Lack of training	14
	Discrimination	20
	Lack of experience	2
	Lack of skill	9
	Lack of qualifications	1
	Laziness	5
	Appearance	5
	Not aggressive enough	5
	Attitude	3
When asked what kind of training would be most appropriate for a Negro seeking employment with their company, most of the respondents cited specific skills. Otherwise, basic education was most emphasized. (Figures in table to right do not add to 96 because some respondents mentioned more than one skill.)	Police records	2
	Other	3
	Basic education	15
	Math/arithmetic	11
	Attitude/grooming	9
	Clerical skills	12
	Salesmanship	5
	Other specific skills	55
	Nothing in particular	13
Most of the employed in the sample said they got back and forth to work in their own car, but almost a third used public transportation or a friend's car or belonged to a car pool. (Multiple responses were obtained to this question.)	Own car	66
	Friend's car	7
	Car pool	5
	Public transportation	8
Little information was obtained on the effect of their jobs on other aspects of the lives of the Negroes placed. However, over a third said they had moved since they were placed and almost all of these said their new homes were better than where they lived before. (It is possible that some of these employed people moved out of the Curfew Area and that they were replaced by new in-migrants. This would tend to confuse statistics on current unemployment in the Curfew Area.)	Had moved	34
	Had not	62
	Not located	4
	New home better	27
	Worse	1
	About the same	6

DETAILED FINDINGS ON THE PERSONNEL DIRECTORS AND FIRST LINE SUPERVISORS

- A. Recruiting**
- B. Employment standards**
- C. Treatment of minorities on job**
- D. Job performance of minorities**
- E. Turnover, terminations, and promotions**

A. RECRUITING

The typical personnel director had worked with at least two outside community or public agencies or organizations in hiring minority group employees. One director had worked with as many as eight groups. (Since all worked for firms which had hired at least one Negro from the Watts Service Center, the 10% answering "None" were obviously mistaken or confused.)	One organization	10%
	Two	28
	Three	19
	Four	15
	Five	8
	Six	2
	Seven	4
	Eight	2
	Many	2
	None	10

Twenty-six different organizations were named by the personnel directors when asked what organizations they had worked with in hiring minority group employees. The California State Employment Service was mentioned by a total of 80 per cent if all of the offices of the Service are added together.

Urban League	74%	Pacoima Skill Center	2%
California State Employment Service	46	United Civil Rights Commission	2
Economic and Youth Opportunities Agency	18	Many	4
Equal Employment Opportunities Foundation	16	Council for Mexican Affairs	2
Watts Service Center	14	Catholic groups	2
Opportunities Industrialization Center	18	Mexican Consulate	2
National Association for the Advancement of Colored People	14	Youth Training & Employment Project	2
East L. A. Service Center	10	Indian Affairs	2
Westminster	8	Welfare Department	2
Watts Skill Center	6	Neighborhood Adult Participation Project	2
Congress on Racial Equality	4	Vocational Rehabilitation	2
Van Nuys State Employment Office	2	Jewish Vocational Service	2
		Plans for Progress	2
		UCLA Chancellor's Office	2

(Table does not add to 100% because of multiple responses. Contacts with the Management Council are not shown, since all firms had some contact with the Council.)

A. RECRUITING (Cont'd)

The Urban League and the California State Employment Service were voted by the personnel directors as the most helpful of the organizations with which they had worked. The State Employment Service makes far more minority group placements than other groups and may have been simply taken for granted by the personnel directors in answering this and the previous question. Also, of course, the California State Employment Service handles all placements for the Watts Service Center and other Centers and also for the Skill Centers.

Urban League	50%
California State Employment Service	30
Watts Service Center	4
NAACP	2
Westminster	2
All	2
None	8
No answer	12

Few personnel directors cited problems in dealing with outside agencies and groups. The shortage of qualified applicants was the principal problem mentioned. Only 4% said "too many agencies" and only 2% said "more coordination required". Those saying "no problems" may have meant only "no problems" with the groups with which they worked. A question inquiring specifically into "too many agencies" as a problem may have been answered quite differently. Data from other sources indicate a real need for more coordination.

No problems	40%
Submit unqualified applicants	13
Shortage of qualified applicants	11
Need more applicants	4
Too many agencies	4
Ask too much	4
Labor turnover	2
Transportation	2
Need more coordination	2
No answer	18

Most of the personnel directors have made active efforts to recruit minority group employees. Almost all had listed job openings with agencies trying to place minority group employees.

Had listed job openings	83%
Had not	17

A. RECRUITING (Cont'd)

Two-thirds had advertised for employees in minority group newspapers.	Had advertised	67%
	Had not	33
Most had sent recruiters into Negro neighborhoods to try to recruit Negro employees.	Had sent recruiters into Negro neighborhoods	61%
	Had not	34
	No answer	5
Almost half had sent recruiters into Mexican-American neighborhoods.	Had sent recruiters into Mexican-American neighborhoods	44%
	Had not	56
Four out of five had tried to use their present minority group employees to recruit other minority group employees.	Had used present employees	79%
	Had not	21
Public agencies were looked upon as the most helpful approach for recruiting minority group employees, with present employees second. (Figures do not add to 100% because of multiple responses.)	Public agencies	40%
	Present employees	33
	Newspapers	25
	Private agencies	21
	Other	7

B. EMPLOYMENT STANDARDS

More than half of the personnel directors said that a high school education was required of prospective employees.	High School education required	56%
	Not required	44
Almost all of the personnel directors interviewed said that employment tests were administered to prospective employees.	Give tests	85%
	Do not	15

B. EMPLOYMENT STANDARDS (Cont'd)

A considerable variety of tests are administered but the scope of the current study does not include an evaluation of how appropriate they are in screening applicants for the jobs for which they are used.

General aptitude	26%	Primary mental abilities	6%
Arithmetic/numerical	22	Personality	6
Mechanical aptitude	18	Department of Employment test	4
Wunderlic	18	Dexterity	4
Clerical	18	Standard tests	2
Aptitude tests for specific job	18	Achievement tests	2
Verbal/literacy	14	Driving test	2
Shorthand/typing	14	None	4
Intelligence	12	No answer	4
Skill	8		

The personnel directors interviewed said generally that they used the same cut-off scores in these tests in hiring minority group employees as they did in hiring other employees.	Use same cut-off scores for minority groups	78%
	Do not	11
	No answer	11

About half said that Negroes and Mexican-American employees did as well as other employees on the tests used. Twenty-five to 30 per cent said that other employees did better. Few tests, of course, are culture-free, and many minority group members are uncomfortable or disturbed in test situations.	Negroes about the same	46%
	Others better	28
	Negroes better	0
	No answer	26
	Mexican-Americans about the same	46%
	Others better	26
	Mexican-Americans better	0
	No answer	28

Most personnel directors said that "it depends" when it comes to hiring employees with police records. Employers increasingly seem to be considering police records on an individual basis.	Hire employees with police records	17%
	Do not	17
	It depends	65
	No answer	1

The nature of the offense and the nature of the job were the most important things considered in hiring an employee with a police record. (Figures do not add to 100% because of multiple responses.)	Depends on nature of offense	65%
	Nature of job	23
	Whether record is for arrests or convictions	19
	No answer	11

B. EMPLOYMENT STANDARDS (Cont'd)

Employment standards tend to be set locally; "Eastern" headquarters cannot be blamed if standards are too high for some jobs.	Standards set locally	67%
	Set elsewhere in company	26
	No answer	7

Most of the personnel directors felt their employment standards were realistic and most said that their standards had been reviewed recently—within the past year—to determine if they might not be too high for some jobs.	Standards about right	82%
	Too high	11
	Too low	7
	Standards reviewed within past year	82%
	Not reviewed	15
	No answer	5

Few personnel directors said their companies required employees to live within a certain distance of their work or to have a car.	Must live within certain distance of work	7%
	Do not	93
	Must have a car	11
	Do not	89

	Pers. Dir.	1st Line Supervisor
The first line supervisors emphasized the importance of basic education almost as much as the personnel directors when asked what kind of preparation would be most valuable for Negroes seeking employment with their firm. Among both groups, basic education was cited as a need more frequently than training in specific job-oriented skill. (Total is not 100% because of multiple answers.)	Basic education	48%
	Mathematics	20
	Machine shop training	20
	Skill training	14
	Clerical skills	18
	Attitudinal	8
	Grooming	8
	Specific skills for job	38
	Training not necessary	6
	No answer	8

C. TREATMENT ON JOB

		<u>Pers. Dir.</u>	<u>1st Line Supervisor</u>
Almost all of the personnel directors and first line supervisors said that there were no differences in the way minority group employees and other employees were treated on the job.	No difference in treatment on job	93%	93%
	Some difference	7	7
Among those few personnel directors and first line supervisors who said minority group employees were treated differently on the job, answers as to the <i>kind</i> of differences were not at all alike. (Note multiple responses.)	Give them more of a chance	6%	—
	Closer review	4	—
	Make sure treated equally	4	—
	Need more sensitive handling	—	4
	Require more training	—	2
	Talk with them more	—	2
	In approach only	—	2
Few felt that Negro employees needed more "orientation" than other employees when first hired.	Negroes need more orientation	13%	4%
	Do not	87	91
	No answer	—	5
Few felt that Mexican-American employees required more "orientation".	Mexican-Americans need more orientation	9%	15%
	Do not	91	78
	No answer	—	7
Few firms said they tried to orient co-workers when bringing minority group employees into a work group for the first time. (But orientation of co-workers in advance sometimes backfires and is not always a good practice.)	Orient co-workers	15%	11%
	Do not	85	89

C. TREATMENT ON JOB (Cont'd)

		<u>Pers. Dir.</u>
The personnel directors were asked if their firms in any way made allowances for minority group employees in considering them for employment that were not made for other employees. Most said "no". (It should be remembered, however, that all of the firms interviewed have made special efforts to hire minority group employees and it is suspected that the number recognizing the special problems of the cultural environment of the disadvantaged is understated.)	Made allowances for minority group employees Did not	17% 83
"More consideration" was the principal allowance made in hiring minority group employees, although it should be emphasized that most personnel directors said no allowances were made. (Multiple responses are the reason table does not total 100%. Question was not asked first line supervisors.)	More consideration More initial training More active recruiting Less attention given to police records Prefer Japanese No allowances made	8% 4 4 2 2 83
Few of the firms had any differences in the discharge procedures they used for minority group and other employees. "Bend more" and "more cautious" were the only differences cited. Informal conversations with personnel directors suggest, however, that the discharge of a minority group employee is in fact reviewed more carefully by a great many firms.	Discharge procedures were different Were not	7% 93
On the other hand, three out of four of the personnel directors pointed out that their company procedures required <i>all</i> discharges to be reviewed by higher authority before being carried out.	Discharges reviewed Not reviewed	74% 26

C. TREATMENT ON JOB (Cont'd)

		<u>Pers. Dir.</u>
Continuing the theme that minority group employees are treated like other employees, few personnel directors said that their firms provided any special counseling or help on personal problems to minority group employees that they did not provide to other employees. Similarly, hardly any provided any special help to minority group employees with respect to transportation (which is sometimes a major problem).	Provided special counseling to minority group employees	5%
	Did not	95
	Provided help with transportation	3%
	Did not	97

	<u>Pers. Dir.</u>	<u>1st Line Supervisor</u>
Relatively few personnel directors or first line supervisors felt that Negroes or Mexican-American employees needed more training than other employees. This may reflect the fact that most minority group employees are in entry-type jobs requiring little training. Note the slight difference between first line supervisors and personnel directors as to which group requires more training. As will be shown below, supervisor opinions of Negro employees tend to be higher than those of personnel directors.	Negroes need more training than other employees	21%
	Do not	76
	No answer	3
		8%
		83
		9
	Mexican-Americans need more training than other employees	13%
	Do not	84
	No answer	3
		17%
		72
		11

	<u>Pers. Dir.</u>
In those instances where additional training was required, the personnel directors felt it should be paid for by the company or by some joint company-government effort.	32%
	10
	23
	11
	24

D. JOB PERFORMANCE

With respect to job performance, one finding was that first line supervisors tended to rate minority group employees higher than personnel directors. When the study was initiated, it was thought that one problem might be the difficulty of implementing company policies against bias and pushing the policies down to the working level. The responses indicate an acceptance of minority group employees by first line supervisors. Note that almost all personnel directors and supervisors report favorable experience with Negro and Mexican-American employees.

	Negro Employees		Mexican-American Employees	
	Pers. Dir.	1st Line Supervisor	Pers. Dir.	1st Line Supervisor
<i>Over-all</i>				
Good workers	20%	40%	28%	38%
Average workers	71	56	65	54
Poor workers	0	2	0	2
No answer	9	2	7	6
<i>Reporting to work on time</i>				
Same as others	62%	77%	79%	85%
Others better	23	19	7	2
Minority group better	0	2	1	8
No answer	15	2	13	5
<i>Regularity of attendance</i>				
Same as other	62%	76%	82%	85%
Others better	23	19	5	4
Minority group better	—	3	0	6
No answer	15	2	13	5
<i>Quantity of work produced</i>				
Same as others	82%	79%	82%	85%
Others better	7	15	4	6
Minority group better	0	4	1	2
No answer	11	4	13	7
<i>Quality of work produced</i>				
Same as others	80%	85%	82%	88%
Others better	7	7	4	5
Minority group better	0	4	1	—
No answer	13	4	13	7

D. JOB PERFORMANCE (Cont'd)

	<i>Negro Employees</i>		<i>Mexican-American Employees</i>	
	<i>Pers. Dir.</i>	<i>1st Line Supervisor</i>	<i>Pers. Dir.</i>	<i>1st Line Supervisor</i>
<i>Getting along with others</i>				
Same as others	83%	87%	88%	88%
Others better	7	7	—	3
Minority group better	3	2	1	2
No answer	7	4	11	7
<i>Honesty</i>				
Same as others	78%	85%	79%	85%
Others better	7	7	3	4
Minority group better	—	2	1	2
No answer	15	6	17	6
<i>Promotability</i>				
Same as others	57%	72%	63%	82%
Others better	23	21	23	13
Minority group better	1	4	3	2
No answer	9	4	11	3
<i>Willingness to assume responsibility</i>				
Same as others	68%	72%	77%	76%
Others better	23	21	11	13
Minority group better	—	4	1	6
No answer	9	3	11	5

	<i>Negroes</i>	<i>Mexican-Americans</i>
Finally, in this connection, it should be emphasized that the experience of personnel directors with minority group employees has not caused any of them to plan to hire fewer than in the past and has caused more than a third to plan to hire more. <i>Taken all-in-all, none of the firms who have hired Negro or Mexican-American employees have become discouraged, and a substantial number have been encouraged by the experience.</i>		
Plan to hire more than in the past	36%	32%
Plan to hire fewer	—	—
Plan to hire about the same	57	59
No answer	7	9

E. TURNOVER, TERMINATIONS AND PROMOTIONS

		Pers. Dir.
<i>Questions were asked about turnover, terminations, and promotions. With respect to turnover, most of the personnel directors thought that at least two-thirds of the Negroes they had hired in the past year were still on the job. (This is a fairly realistic estimate in view of the Negro employee responses reported above.)</i>	0-20% still on job	4%
	21-40%	13
	41-60%	10
	60-80%	23
	80-100%	24
	No answer	26

		Pers. Dir.	1st Line Supervisor
This turnover was considered about the same as for other employees by the personnel directors. First line supervision tended to think of Negro turnover as somewhat lower than for other employees.	Turnover among Negroes higher	21%	14%
	Lower	17	20
	About the same	39	61
	No answer	23	5

Personnel directors and first line supervisors gave about the same reasons when asked what were the principal reasons the Negro employees left. (Figures in table do not come to 100% because of multiple responses.)	Other jobs	38%	38%
	Lack of skill	20	20
	Personal problems	14	10
	Distance from home	14	4
	Lack of adjustment	14	16
	Drafted	10	4
	Pregnancy	4	4
	Absenteeism	6	—
	Many reasons	8	—
	Layoff	4	4
	Objected to shift	2	4
	Illness	—	4
	Discrimination	—	2
	Financial	—	2
	No answer	14	10

E. TURNOVER, TERMINATIONS AND PROMOTIONS (Cont'd)

	Pers. Dir.	1st Line Supervisor
Turnover among Mexican-American employees was estimated to be about the same as among Negro employees.	Percentage of Mexican-Americans hired in past year still on payroll	
	0-20%	2%
	41-60%	12
	61-80%	23
	81-100%	28
		36

This percentage of turnover among Mexican-American employees was considered either lower than or about the same as for other employees.	Higher than other employees	1%	4%
	Lower	13	14
	About the same	67	73
	No answer	19	9

Many reasons were given for Mexican-American employees leaving, with "other job" the only one of any importance. Language did not appear to be a major factor. (Note multiple responses.)

	Pers. Dir.	1st Line Supervisor		Pers. Dir.	1st Line Supervisor
Other job	26%	34%	Marriage	2%	—%
Same as Negroes	10	—	Layoff	2	4
Pregnancy	12	2	Many reasons	2	—
Inefficiency	6	2	Grooming	2	—
Voluntary	4	—	Money		
Job closer to home	4	—	Management	2	—
Moving	6	6	Back to school	—	8
Math/clerical	4	2	Lack of		
Could not complete program	2	—	adjustment	—	6
Personal problems	2	10	Attendance	—	6
Language problems	4	—	Objected to shift	—	4
Military	2	—	Misconduct	—	4
			Business for himself	—	2
			No answer	26	14

E. *TURNOVER, TERMINATIONS AND PROMOTIONS* (Cont'd)

		<u>Pers. Dir.</u>	<u>1st Line Supervisor</u>
Among those Negroes who have stayed on the job, most have received pay increases or been promoted. In over half the firms, <i>every</i> Negro employed has received a pay increase or been promoted. (These high percentages are in part due to the fact that many firms have automatic pay increases after a certain time on the job.)	0-20% have received pay increase or been promoted 21-40% 41-60% 61-80% 81-100% No answer	4% 4 2 4 56 30	8% 8 6 8 48 22
The percentage of Negro employees promoted or receiving pay increases was said to be about the same as for other employees.	Higher than other employees Lower than other employees Same as other employees No answer	— 7 70 23	2% 7 84 7
As in the case of Negro employees, most of the Mexican-Americans who had stayed on the job had received pay increases or had been promoted.	Percentage of Mexican-Americans promoted or with pay increases between 0-20% 21-40% 41-60% 61-80% 81-100% No answer	10% 0 4 2 52 32	6% 6 4 10 42 32
The percentage of Mexican-American employees who had received pay increases or been promoted was also about the same as for other employees.	Higher than other employees Lower than other employees Same as other employees No answer	2% 3 78 17	— 8 82 10

E. TURNOVER, TERMINATIONS AND PROMOTIONS (Cont'd)

Finally, the personnel directors and first line supervisors were asked what they saw as the major factors holding back employment opportunities for Negroes and Mexican-Americans.

	<i>Negroes</i>		<i>Mexican-Americans</i>	
	Pers. Dir.	1st Line Supervisor	Pers. Dir.	1st Line Supervisor
Poor education	36%	30%	40%	18%
Basic qualifications	18	16	14	12
Poor attitude	12	12	—	6
Language	—	—	16	16
Lack of skills	6	4	8	4
Lack of training	8	4	4	4
Lack of confidence	6	6	2	6
Transportation	6	—	4	—
Won't accept responsibility	—	2	—	6
Grooming	2	2	2	—
Not promotable	—	2	—	2
Prejudice	—	2	—	2
Lack of experience	2	—	2	—
Willingness to work	—	—	2	—
Nationalism	—	—	2	—
Not many apply	2	—	—	—
No answer	2	14	8	16

	Pers. Dir.
The personnel directors were asked if there were any general comments they would like to make on the problem of minority group employment and the same factors emerged. Lack of education was the principal factor mentioned, with lack of training and experience second.	28%
Need education	10
Lack of experience	8
Need training	6
Not responsible	6
Poor attitude	4
Mexican-Americans have not kept pace	4
Negroes afraid to approach companies	4
Other comments made by one person only	30
No answer	22

COMMENTS AND RECOMMENDATIONS

The author assumes sole responsibility for the comments and recommendations made below. They do not necessarily represent the views of either the Management Council or the Graduate School of Business Administration of the University of Southern California. In part, they are based on the data gathered in the formal interviews with employees, personnel directors, and first line supervisors. They also reflect the impressions formed in the course of the informal interviews with officials and employees of groups actively concerned with the problem of minority group employment. They also — inevitably — probably reflect to some degree the biases of the author.

1. To the 96 Negroes and 59 firms interviewed, discrimination *per se* at this time appears less important than other factors impeding the employment of minority groups in Los Angeles. Negroes themselves appear to attach more importance to lack of education, lack of training, and lack of basic qualifications. Businessmen agree that the shortage of qualified applicants is the principal reason they do not hire more Negroes.
2. This suggests that remedial action may take either or both of two different forms: First, it would be advisable for more employers to review their job standards to determine if they are in fact realistic, and do not amount to *de facto* discrimination against minority groups. Second, further efforts should be made to up-grade the Negro working force to meet the employment standards they are certain to encounter in looking for jobs.
 - a. With respect to the first of these two proposals, it is certainly not suggested that employers should arbitrarily revise employment standards downward. On the other hand, it is probable that some employers are looking for "career" people to fill entry level jobs, for people with "potential". Realistically, many "floor maintenance specialists" will stay "floor maintenance specialists", and a high school education and the ability to pass a written test are irrelevant for many jobs of this kind.

If we are to approach a solution to the problem of unemployment among the disadvantaged, more consideration should be given to job applicants with police records. The kind of job, the nature of the offense, whether

the record consists only of arrests or also of convictions, how long ago the offense occurred, and similar factors should be carefully considered.

- b. A second recommendation is that minority group members should be provided with the education and training to permit them to participate effectively in our economic system. Many kinds of training have been proposed. Basic education (reading, writing, and arithmetic) and pre-vocational training seem most likely to be productive in bringing the hard-core person to a level of employability. "Coupled programs" in which on-the-job training is provided by employers and more basic training is provided institutionally seem to offer promise. Remuneration while being trained seems to be a powerful motivation for people to seek training.

Attitudinal orientation which would constructively deal with the sense of hopelessness and other psychological barriers among the disadvantaged is also indicated. The recognition that job opportunities exist can provide a strong stimulus to higher levels of motivation and confidence.

3. Assuming that employment standards and employee qualifications can be brought into line, the problem will still remain of bringing together the prospective employer and the prospective employee. The Management Council, the California State Employment Service, the Urban League, and dozens of other organizations, agencies, and groups have been active in trying to solve this problem. Two recommendations are indicated: First, more coordination is required. Second, the employer himself must take an active role in seeking out minority group employees.
 - a. It is hoped that ways can be found to solve current problems of funding, duplication of work, red tape, and lack of communication among concerned agencies. The Management Council is functioning as a coordinating influence on the employer side. Various agencies and organizations have valid functions to perform; what is necessary is the kind of coordination that would make for more efficient utilization of the resources of these various groups.

- b. Some minority group individuals simply do not believe that they stand a chance of being hired by a major firm and do not even appear at the hiring gate. *Employers need to find ways to reach the minority community more effectively.*

Also, in "treating minority group employees on the job exactly like other employees", some employers may be failing to recognize the special problems faced by such employees.

Finally, minority groups should not be looked upon as a source of cheap labor. Over half of the employees in our sample who had been placed in jobs and who had left them had earned less than \$2.00 an hour. Jobs at this level are often part-time or intermittent and do not provide adequate incentive for the employee to continue work.

4. To conclude with a point made repeatedly throughout this study, the employers who have hired minority group employees report almost uniformly good experience. Turnover rates, attendance and tardiness, the quality and quantity of work produced, raises and promotions, and other measures of job performance show that minority group employees do not differ from other employees. Expected resistance from first line supervision and fellow workers has not materialized. *Other Los Angeles employers should be encouraged by the results of the study not only to provide entry level opportunities to minority group members, but, once they are employed, to make full utilization of their skills and talents.*

APPENDICES

- A. Employee questionnaire**
- B. Personnel director questionnaire**
- C. First line supervisor questionnaire**
- D. Firms interviewed**
- E. Jobs employees were placed in**

APPENDIX A

Employee Questionnaire

Data to be taken from file on employee available from Department of Employment.

Social Security Number_____

Name_____

Last	First	Initial
------	-------	---------

Last known address_____

Street No.	Street	City
------------	--------	------

Telephone No._____

Name of Employer_____

Number of interview_____

1. Male 1 Female 2

2. Primary wage earner of family
DKNA 0 Yes 1 No 2

3. Number of Dependents
None 0 1 2 3 4 5 or more DKNA 6

4, 5. Highest year of education completed

0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	DKNA
0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8

6. Marital status
DKNA 0 Married 1 Single 2
Widowed 3 Divorced 4 Separated 5

7. Police record
DKNA 0 Yes 1 No 2

8. IF YES.
DKNA 0 Arrests Only 1 Convictions 2

9. GATB scores available
DKNA 0 Yes 1 No 2

10. Age when placed

DKNA	0	16-21	1	21-25	2	26-30	3	31-35	4
36-40	5	41-45	6	46-50	7	51-55	8	56 and over	9

11. Date placed

DKNA 0 Sept 1 Oct 2 Nov 3 Dec 4 Jan 5
Feb 6 Mar 7 April 8

12, 13. Regular occupation WRITE IN.

14, 15. Job applicant placed in:

16. Respondent located 1 Not located 2

(DATA TO BE TAKEN IN PERSONAL INTERVIEW)

17. Have you moved since you obtained employment?

DKNA 0 Yes 1 No 2

18. IF YES. Would you say where you live now is better or worse than where you lived last fall or just about the same?

DKNA 0 Better 1 Worse 2 Just about the same 3

19. About how long have you lived in the Los Angeles area? (RECORD ANSWER TO NEAREST YEAR).

Less than year-0 One year-1 Two years-2 Three years-3
Four years-4 Five years-5 Six or more-6 DKNA-7

20. Our records show that you were hired by: (GET FROM PAGE 1). Are you still with_____?

DKNA 0 Yes 1 No 2 (IF NO, SKIP TO Q. 29)

21. IF YES. Are you still doing the same work you were hired for or are you doing different work?

DKNA 0 Same 1 Different 2 (IF SAME, SKIP TO Q. 24)

22. IF DIFFERENT. Would you say the job you are doing now is better or worse than the job you were hired to do or about the same?

DKNA 0 Better 1 Worse 2 Same 3

23. Have you been promoted?

DKNA 0 Yes 1 No 2

24. Have you received any pay raise since you started working for_____?

DKNA 0 Yes 1 No 2

25. Is your job with_____ better or worse than other jobs you have had in the past or about the same?

DKNA 0 Better 1 Worse 2 About the same 3

26, 27, 28. What is your current rate of pay?

_____ SKIP TO Q. 39

29, 30. (IF NO TO Q. 20) Why did you leave?

31, 32, 33. When did you leave?

34. Are you working some place else now?

DKNA 0 Yes 1 No 2 (IF NO, SKIP TO Q. 36)

35. IF YES. Is your present job better or worse than the job you had with _____ or about the same?

DKNA 0 Better 1 Worse 2 Same 3

36, 37, 38. What was the highest rate of pay you received at _____?

39. Did you receive any special training when you were hired by _____?

DKNA 0 Yes 1 No 2

40. (IF STILL EMPLOYED BY COMPANY PLACED WITH) From your experience working at _____, do you feel you have an opportunity with the company based on your ability and performance? (IF NOT STILL EMPLOYED BY COMPANY) From your experience working at _____, do you feel your opportunity with the company was based on your ability and performance?

DKNA 0 Yes 1 No 2

41. (IF NO) Why do you say that?

42. What kind of training do you think would be most useful for Negroes seeking employment with _____?

43. If you were to name one thing holding back Negro employment, what would you say it was?

44. (IF UNEMPLOYED, SKIP TO Q. 45) How do you get back and forth to work?

DKNA 0 Own Car 1 Friend's Car 2

Car pool 3 Public transportation 4 Walk 5

Other 6 WRITE IN _____

45. Does any other member of your family work?

DKNA 0 Yes 1 No 2

46. Could you give me an estimate of your total family income over the past year?

47. Interview conducted by _____

48, 49, 50. Number of interview _____

INTERVIEWER'S COMMENTS:

APPENDIX B

Personnel Director Questionnaire

1. We are following up on your experience in hiring and working with Negro and Mexican-American employees. First, have you been contacted by or worked with any outside public or private agencies or organizations trying to place Negro and Mexican-Americans?
DKNA 0 Yes 1 No 2
2. What agencies or organizations?

3. Which agency or organization has been most helpful to you?

- 4, 5. What problems have you encountered in working with agencies and organizations trying to place Negro and Mexican-Americans?

6. Have you listed job openings with agencies or organizations trying to place Negro or Mexican-American employees?
DKNA 0 Yes 1 No 2
7. Have you done any advertising for employment in minority newspapers?
DKNA 0 Yes 1 No 2
8. Have you had any company recruiters go into Negro neighborhoods to recruit Negroes for employment?
DKNA 0 Yes 1 No 2
9. Have you had any company recruiters go into Mexican-American neighborhoods to recruit Mexican-Americans for employment?
DKNA 0 Yes 1 No 2
10. Have you used your present employees from minority groups in an effort to recruit other employees from minority groups?
DKNA 0 Yes 1 No 2
11. Let me go over these various approaches to recruiting minority group employees and would you please tell me which of them you have found most helpful in recruiting. READ LIST.
DKNA 0 Public agencies 1 Private agencies 2
Newspapers 3 Present employees 4 Other 5
WRITE IN OTHER _____

12. Companies sometimes give workers some orientation when they first report for work so they know what is expected of them. Do you believe that Negro workers require more orientation than other workers?
DKNA 0 Yes 1 No 2
13. What about Mexican-American employees? Do you believe they require more orientation than other workers?
DKNA 0 Yes 1 No 2
14. When you are bringing minority group employees into a work group for the first time, do you make any special effort to orient their co-workers to avoid possible problems?
DKNA 0 Yes 1 No 2
15. Does your company in any way make allowances for minority group employees in considering them for employment that it does not make for other workers?
DKNA 0 Yes 1 No 2
16. IF YES. What kind of allowances?

17. Once on the job are there any differences in the way you handle minority group employees?
DKNA 0 Yes 1 No 2
18. IF YES. What kind of differences?

19. Do you provide any special counseling or help on personal problems for minority group employees that you do not provide for other employees?
DKNA 0 Yes 1 No 2
20. Do you provide any help with respect to transportation for minority group employees?
DKNA 0 Yes 1 No 2
21. Are there any differences in your discharge procedures for minority group employees?
DKNA 0 Yes 1 No 2
22. IF YES. What kind of differences?

23. Perhaps you have a procedure for all discharges to be reviewed by higher supervision before they are carried out. Is this true for your company?
DKNA 0 Yes 1 No 2

24. Many new workers require some training to become efficient on their jobs. Do you feel that Negro employees require more training than other employees?

DKNA 0 Yes 1 No 2

25. IF YES. What kind of training?

26. Do you feel Mexican-American employees require more training than other employees?

DKNA 0 Yes 1 No 2

27. IF YES. What kind of training?

28. If Negroes and Mexican-Americans in some instances need more training to become efficient how do you think this extra training should be paid for? READ LIST.

DKNA 0 By company alone 1 By government alone 2
By some joint company-government effort 3 Other 4

29. On the whole, has your company found Negroes to be good workers, average workers, or poor workers?

DKNA 0 Good 1 Average 2 Poor 3

More specifically, what are your impressions of the Negroes now on your payroll compared with your other workers with respect to the following eight items:

30. Reporting for work on time?

DKNA 0 Same 1 Others better 2 Negroes better 3

31. Regularity of attendance?

DKNA 0 Same 1 Others better 2 Negroes better 3

32. Quantity of work produced?

DKNA 0 Same 1 Others better 2 Negroes better 3

33. Quality of work produced?

DKNA 0 Same 1 Others better 2 Negroes better 3

34. Getting along with others?

DKNA 0 Same 1 Others better 2 Negroes better 3

35. Honest?

DKNA 0 Same 1 Others better 2 Negroes better 3

36. Promotability?

DKNA 0 Same 1 Others better 2 Negroes better 3

37. Willingness to assume responsibility?
DKNA 0 Same 1 Others better 2 Negroes better 3
38. In view of your experience with Negro employees do you plan to hire more of them in the future than you have in the past, fewer than you have in the past, or about the same as you have in the past?
DKNA 0 More 1 Fewer 2 About the same 3
39. Let me ask you the same questions about Mexican-Americans. On the whole, has your company found Mexican-Americans to be good workers, average workers, or poor workers?
DKNA 0 Good 1 Average 2 Poor 3
More specifically, what are your impressions of the Mexican-Americans now on your payroll compared with your other workers with respect to the following eight items:
40. Reporting for work on time?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
41. Regularity of attendance?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
42. Quantity of work produced?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
43. Quality of work produced?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
44. Getting along with others?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
45. Honesty?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
46. Promotability?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
47. Willingness to assume responsibility?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
48. In view of your experience with Mexican-American employees do you plan to hire more of them in the future than you have in the past, fewer than you have in the past, or about the same as you have in the past?
DKNA 0 More 1 Fewer 2 About the same 3
49. Let's talk about what you look for in new employees. Do you require a high school education or equivalent?
DKNA 0 Yes 1 No 2

50. Do you have any tests that you give your employees?
DKNA 0 Yes 1 No 2
51. IF YES. What kind of test or tests do you use?

52. In using these tests, do you use the same cut-off scores for minority group employees that you do for other employees?
DKNA 0 Yes 1 No 2
53. How well do Negroes do on these tests compared with other prospective new employees? Would you say about the same, that others do better or the Negroes do better?
DKNA 0 Same 1 Others better 2 Negroes better 3
54. How well do Mexican-Americans do on these tests compared with other prospective new employees? Would you say about the same, that others do better or the Mexican-Americans do better?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
55. Do you hire employees with police records? Would you say yes, no or that it depends?
DKNA 0 Yes 1 No 2 Depends 3
56. IF DEPENDS. What does it depend on? READ LIST.
DKNA 0 Nature of offense 1 Nature of job for which the employee is being considered 2 Whether the record consists of arrests or convictions 3
57. Do you set your employment standards here locally or are they determined somewhere else in the corporation?
DKNA 0 Locally 1 Elsewhere 2
58. Do you feel that your selection standards are realistic for most of the jobs you have to fill or do you think some of your standards might be too high or too low?
DKNA 0 About right 1 Too high 2 Too low 3
59. This may be an embarrassing question, but has your company reviewed selection standards recently, that is, within the past year, to determine if they might not be too high for some jobs?
DKNA 0 Yes 1 No 2
60. Do new employees have to live within a certain distance of where they are going to work?
DKNA 0 Yes 1 No 2

61. Do new employees have to have a car?
DKNA 0 Yes 1 No 2
62. Let's talk about the Negroes you have hired in the past year. About what percentage of them would you say are still on your payroll?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
63. Is this turnover higher or lower than your turnover rate for your other employees or about the same?
DKNA 0 Higher 1 Lower 2 About the same 3
64. Among those Negroes who have left your employment, what would you say were the principal reasons for leaving?
-
-
65. Among those who have stayed, what percentage have received pay increases or have been promoted into higher paying jobs?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
66. Is this percentage higher or lower than for your other employees or about the same?
DKNA 0 Higher 1 Lower 2 About the same 3
67. What kind of training do you think would be most useful for Negroes seeking employment with your firm?
-
-
68. What about the Mexican-Americans you have hired in the past year? About what percentage would you say are still on your payroll?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
69. Is this turnover higher or lower than your turnover rate for your other employees or about the same?
DKNA 0 Higher 1 Lower 2 About the same 3
70. Among those Mexican-Americans who have left your employment, what would you say were the principal reasons for leaving?
-
-
71. Among those who have stayed, what percentage have received pay increases or have been promoted into higher paying jobs?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
72. Is this percentage higher or lower than for your other employees, or about the same?
DKNA 0 Higher 1 Lower 2 About the same 3

73. What kind of training do you think would be most useful for Mexican-Americans seeking employment with your firm?

74. If you were to indicate one factor holding back Negro employment, what would you say it was?

75. If you were to indicate one factor holding back Mexican-American employment, what would you say it was?

76. Is there any general comment you would like to make about the problem of minority group employment?

77, 78. Interview Number _____ (SHOULD BE SAME AS ON FIRST LINE SUPERVISION QUESTIONNAIRE)

79, 80. INTERVIEWER'S COMMENTS:

APPENDIX C

First Line Supervisor Questionnaire

1. About how many employees do you supervise? _____
2. How many of these are Negroes?
3. How many are Mexican-Americans?
4. Companies usually give workers some orientation when they first report for work so they know what is expected of them. Do you believe that Negro workers require more orientation than other workers?
DKNA 0 Yes 1 No 2
5. What about Mexican-American employees? Do you believe they require more orientation than other workers?
6. When you are bringing minority group employees into a work group for the first time, do you make any special effort to orient their co-workers to avoid possible problems?
DKNA 0 Yes 1 No 2
7. Once on the job are there any differences in the way you handle minority group employees?
DKNA 0 Yes 1 No 2
8. IF YES. What kind of differences?

9. Are there any differences in your discharge procedures for minority group employees?
DKNA 0 Yes 1 No 2
10. IF YES. What kind of differences?

11. Many new workers require some training to become efficient on their jobs. Do you feel that Negro employees require more training than other employees?
DKNA 0 Yes 1 No 2
12. IF YES. What kind of training?

13. Do you feel Mexican-American employees require more training than other employees?
DKNA 0 Yes 1 No 2

14. IF YES. What kind of training?

15. On the whole, has your company found Negroes to be good workers, average workers, or poor workers?

DKNA 0 Good 1 Average 2 Poor 3

More specifically, what are your impressions of the Negroes now on your payroll compared with your other workers with respect to the following eight items:

16. Reporting for work on time?

DKNA 0 Same 1 Others better 2 Negroes better 3

17. Regularity of attendance?

DKNA 0 Same 1 Others better 2 Negroes better 3

18. Quantity of work produced?

DKNA 0 Same 1 Others better 2 Negroes better 3

19. Quality of work produced?

DKNA 0 Same 1 Others better 2 Negroes better 3

20. Getting along with others?

DKNA 0 Same 1 Others better 2 Negroes better 3

21. Honest?

DKNA 0 Same 1 Others better 2 Negroes better 3

22. Promotability?

DKNA 0 Same 1 Others better 2 Negroes better 3

23. Willingness to assume responsibility?

DKNA 0 Same 1 Others better 2 Negroes better 3

24. Let me ask you the same questions about Mexican-Americans. On the whole, has your company found Mexican-Americans to be good workers, average workers, or poor workers?

DKNA 0 Good 1 Average 2 Poor 3

More specifically, what are your impressions of the Mexican-Americans now on your payroll compared with your other workers with respect to the following eight items:

25. Reporting for work on time?

DKNA 0 Same 1 Others better 2 Mexican-Americans better 3

26. Regularity of attendance?

DKNA 0 Same 1 Others better 2 Mexican-Americans better 3

27. Quantity of work produced?

DKNA 0 Same 1 Others better 2 Mexican-Americans better 3

28. Quality of work produced?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
29. Getting along with others?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
30. Honesty?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
31. Promotability?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
32. Willingness to assume responsibility?
DKNA 0 Same 1 Others better 2 Mexican-Americans better 3
33. Is the turnover rate among the Negroes you supervise higher, lower, or about the same as among the other employees you supervise?
DKNA 0 Higher 1 Lower 2 About the same 3
34. Among those Negroes who have left your employment, what would you say were the principal reasons for leaving?
-
35. Among those who have stayed, what percentage have received pay increases or have been promoted into higher paying jobs?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
36. Is this percentage higher or lower than for your other employees or about the same?
DKNA 0 Higher 1 Lower 2 About the same 1
37. Is the turnover rate among the Mexican-Americans you supervise higher, lower, or about the same as among the other employees you supervise?
DKNA 0 Higher 1 Lower 2 About the same 1
38. Among those Mexican-Americans who have left your employment, what would you say were the principal reasons for leaving?
-
39. Among those who have stayed, what percentage have received pay increases or have been promoted into higher paying jobs?
DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5
40. Is this percentage higher or lower than for your other employees or about the same?
DKNA 0 Higher 1 Lower 2 About the same 2

41. What kind of training do you think would be most useful for Negroes seeking employment with your firm?

42. What about the Mexican-Americans you have hired in the past year? About what percentage would you say are still on your payroll?

DKNA 0 0-20 1 21-40 2 41-60 3 61-80 4 81-100 5

43. If you were to indicate one factor holding back Negro employment, what would you say it was?

44. If you were to indicate one factor holding back Mexican-American employment, what would you say it was?

45. Have you had any problems in integrating Negroes into your work force?

DKNA 0 Yes 1 No 2

46. IF YES. What kind of problems?

47. Have you had any problems in integrating Mexican-Americans into your work force?

DKNA 0 Yes 1 No 2

48. IF YES. What kind of problems?

49, 50. Interview Number _____ (SHOULD BE SAME AS ON PERSONNEL DIRECTOR QUESTIONNAIRE)

51. INTERVIEWER'S COMMENTS:

APPENDIX D

Firms Interviewed

Aluminum Corporation of America	McCulloch Corporation
American Airlines	Marman, Division of Aeroquip Corp.
American Can Company	May Company
Arrowhead & Puritas Water, Inc.	Mobile Rentals Corporation
Automobile Club of Southern California	National Cash Register, Century City
Bank of America	National Cash Register, Hawthorne
Barker Bros.	National Supply Division
Don Baxter, Inc.	J. J. Newberry
Bethlehem Steel Corporation	North American Aviation, Inc.
California Federal Savings & Loan Assoc.	Northrop Corporation
Carnation Milk Company	Pacific Telephone Company
Cedars & Sinai Medical Center	Safeway Stores, Inc.
Chrysler Corporation	Sears, Roebuck & Company
Continental Can Company	Security First National Bank
Crocker-Citizens National Bank	Southern California Edison Company
Douglas Aircraft Company, Inc.	Standard Oil Company
Economy Lawn Service	Standard Steel Products
Ford Motor Company	Statler Hilton Hotel
Garrett Corporation	System Development Corporation
Genisco Technology Corporation	Texaco, Inc.
B. F. Goodrich Company	Thrifty Drug Stores, Inc.
Hall-Mack Company, Div. of Textron, Inc.	Tidewater Oil
Harvey Aluminum	United Airlines
Honeywell	United Parcel Service
Hughes Aircraft	U. S. Rubber Company
Itt-Cannon Electric	Universal City Studios
Knudsen Creamery Company of California	Western Airlines
Litton Industries	Western Electric Company
Lockheed Aircraft International Corp.	Western Union Telegraph Company
	Xerox Company

APPENDIX E **Regular Occupation and Job Placed in by** **Watts Service Center**

<u><i>Regular Occupation</i></u>	<u><i>Job Placed In</i></u>
None	Packer
None	Sales — retail
None	Sales clerk — retail
None	Office clerk
Packer	No answer
None	Supervising secretary
Furniture assembler	Drafting trainee
Refrigeration mechanic	Automobile assembly
Teletype operator	Packer
Nurse's aide	Change recorder
Foundryman	Assembly line
Bailing machine operator	Utility man — aircraft
Fry cook	Sheet metal worker
Power sewing	Clerical-filing
Grinder, truck driver	Saw operator
Salesman	Sheet metal worker
Gardener	Utility man — aircraft
Laborer	Ramp service — airline
Factory worker	Packer
Electronic assembly	Production worker
Power sewing	Meat wrapper
Press operator — laundry	Utility man — aircraft
Laborer	Spray painting
Tire factory	Plastic utility man — aircraft
Pie crust maker	Warehouse laborer
Electrician	Sheet metal worker
Hair styling	Utility man — aircraft
Laborer	Dismantler (electrical)
Truck driver	Stretcher helper — aircraft
Janitor	Structural assembly
Truck driver	Press operator
Student	Transportation clerk
Laborer	Car man
Orderly	Sales — retail

Regular Occupation

Laboratory assistant
Clerk-typist
Housewife
Housewife
Auto mechanic
Electronics assembly
Clerk — sales
Clerk — sales
Loan processor
Cashier
Janitor
Assembly
Fork lift operator
Clerk-typist
Order clerk
Auto mechanic
Assembler
Clerical
Auto mechanic
Housewife
Housepainter
Assembler
Clerical
Assembler
Supply clerk
Laborer, unskilled
Laborer
Gardener
Teletype operator
Truck driver
Car lot porter
Warehouseman
Housekeeper
Waitress
Construction labor
Beautician
File clerk
Sales — retail

Job Placed In

Assembler
Secretary-bookkeeper
Assembly — electrical
Assembly — electrical
Bench mechanic
Electronics assembly
Checker
Cashier
Supervisor — loan processing
Cashier
Warehouseman
Sales — retail
Assembly
Clerk-typist
Inventory clerk
Sheet metal
Assembler
Assembler
Template maker
Assembler
Packer
Assembler
Clerical
Jig and fixture builder
Jig and fixture builder
Clerk
Construction
Garage attendant
Policy change examiner
Laborer
Laborer (stock unit)
Molder
Housekeeper
Clerical
Vehicle loader and bailer
Sales — retail
Assembly — electronics
Grocery checker

Regular Occupation

None
Construction worker
Air traffic control
Camp attendant
Janitor
Administrative
Laborer
Material handler
Playground supervisor
Machine operator
Janitor
Beautician
Assembly-electronic
Sales — retail
Utility man
Labor — construction
Truck driver
Porter
Packer
Laborer — factory
Janitor
Laboratory technician
Plumbing
Packer
Telephone installer
Playground supervisor
Mail clerk
Medical assistant

Job Placed In

Clerk (retail sales?)
Truck driver
Mail clerk
Sales — retail
Porter
Production scheduling
Laborer
Cutter
Clerical
Release operator (clerical)
Laborer
Sales — retail
Sales — retail
Route salesman
General helper
Labor — steel
Auto assembly
Sandblast operator
Electrical assembly
Packing
Truck driver
Personnel clerk
Utility man — aircraft
Packer
General helper
Clerical
Insurance agent
Sales clerk — retail

Occupations are shown as they appear on employee's record with some changes to protect the identity of a company or employee or to clarify position when possible.

SELECTED BOOKS AND MONOGRAPHS

- A Creative Environment — Imperative for Growth*, by Louis B. Lundborg. Report to Management No. 15. Los Angeles: University of Southern California, 1966. (\$1.00)
- Comparative Management Practices in America and Abroad*, by David Granick. Report to Management No. 12. Los Angeles: University of Southern California, 1964. (\$1.00)
- Competition in Marketing*, edited by Taylor W. Meloan and Charles M. Whitlo. Los Angeles: University of Southern California, 1964. (\$4.25)
- Corporate Strategy in the United States Rubber Industry: A Case Study*, by Douglas C. Basil and Paul R. Cone. Los Angeles: University of Southern California, 1964. (\$2.95)
- Economic Growth and Business Opportunities in Australia*, by James D. Calderwood. Report to Management No. 7. Los Angeles: University of Southern California, 1963. (\$1.00)
- Effective Sales Forecasting*, by Robert R. Dockson and James H. Myers. Report to Management No. 10. Los Angeles: University of Southern California, 1964. (\$1.00)
- Executive Development: A Comparison of Large and Small Enterprise*, by Douglas C. Basil. Minneapolis: School of Business Administration, University of Minnesota, 1964.
- Executive Simulation for Corporate Strategies*, by Douglas C. Basil and Paul R. Cone with the assistance of John E. Flemming. New York: Charles B. Merrill Books, Inc., 1964. (\$4.95)
- Forecasting Southern California Business Conditions*, by Preston Martin. Report to Management No. 13. Los Angeles: University of Southern California, 1965. (\$1.00)
- International Productivity Comparisons for Investment Decisions*, by Joel Dean. Report to Management No. 5. Los Angeles: University of Southern California, 1962. (\$1.00)
- Some Current Practices in Capital Budgeting*, by Kenneth L. Trefftz and Harold R. Dilbeck. Report to Management No. 8. Los Angeles: University of Southern California, 1963. (\$1.00)
- The Changing Face of Industry — The Role of Industrial Dynamics*, by Jay W. Forrester. Report to Management No. 11. Los Angeles: University of Southern California, 1964. (\$1.00)
- United States Foreign Investment Guarantees*, by Barthold W. Sorge. Report to Management No. 14. Los Angeles: University of Southern California, 1966. (\$1.00)

REPRINT SERIES

- "Accounting for Funded Industrial Pension Plans," by David O. Jenkins, Reprint No. 8, (\$1.00).
- "Changing World Politics and American Business," and "The Role of the Private Sector in the Indian Economy," by Henry H. Schloss, Reprint No. 5, (\$1.00).
- "Common Sense in Sampling," by Chester R. Wasson, Reprint No. 7, (\$1.00).
- "Computer Simulation — A Solution Technique for Management Problems," by Alan J. Rowe, Reprint No. 4, (\$1.00).
- "Managerial Problems of the Enterprise," by Douglas C. Basil, Reprint No. 6 (\$1.00).
- "More Sense About Market Segmentation," by William H. Reynolds, Reprint No. 3, (\$1.00)
- "The Balance of Payments and the Foreign Exchanges," by Richard Ward, Reprint No. 1, (\$1.00).
- "The Responses of Local Residential Construction to Changes in National Conditions," by Harold R. Dilbeck, Reprint No. 2, (\$1.00).

(Items with prices indicated may be ordered from USCRIBE. Please send check or money order. California residents add 4% sales tax. Books and monographs without prices shown may be obtained from publishers.)

BOARD OF COUNCILORS

School of Business Administration

Chairman:

Lloyd L. Austin

**Chairman of the Board, and
Chief Executive Officer
Security First National Bank**

Earl C. Adams
Partner
Adams, Duque & Hazeltine

Stephen Bilheimer
President
Silverwoods

William J. Bird
Western Vice President
John Hancock Mutual Life Insurance Co.

Steve Broidy
President
Motion Pictures International, Inc.

Harry Buffum
Chairman of the Board
Buffums'

Asa V. Call
Chairman of the Executive Committee
Pacific Mutual Life Insurance Company

James Cantlen
Retired

Peter Colefax
Chairman of the Board
American Potash and Chemical Corp.

Roy P. Cracker
Chairman of the Board
Lincoln Savings & Loan Association

Davre J. Davidson
Chairman of the Board
Automatic Retailers of America, Inc.

Robert R. Dockson
Dean
School of Business Administration
University of Southern California

R. J. Drews
President
Foremost Dairies, Inc.

Howard Edgerton
Chairman of the Board, and
Chief Executive Officer
California Federal Savings & Loan Assn.

Robert A. Hornby
President
Pacific Lighting Corporation

Lee A. Iacocca
Vice President, Car and Truck Group
Ford Motor Company

Jack Irvine
President
Western Mortgage Corporation

L. E. Lattin
President
Universal Products Corporation

Ernest J. Loebbecke
Chairman of the Board, and
Chief Executive Officer
Title Insurance & Trust Company

Louis B. Lundborg
Chairman of the Board
Bank of America

Dave X. Marks
Partner
Dave X. Marks Company

George M. Mott
Partner
Coldwell, Banker & Company

Harold Quinton
Chairman of the Board
Southern California Edison Company

Albert T. Quon
President
Quon-Quon Company

Laurence Rogers
Vice President
Title Insurance & Trust Company

Clifford Tweter
President
United California Bank

Theodore A. Von Der Ahe
President
Von's Grocery Company

Robert W. Walker
Vice President, and
Executive Representative
Atchison, Topeka and Santa Fe