BUSINESS AND THE URBAN HARD CORE UNEMPLOYED**

1. Goals and Guidelines


In part of this message President Johnson outlines his proposals for the Job Opportunities in the Business Sector Program (JOBS) and the National Alliance of Businessmen. The text of this message also appears on pp. xi-xvii of the 1968 *Manpower Report* cited below.


This discussion of the "sociological, cultural, psychological, and economic barriers to employment of the disadvantaged in big city slums" and their implications for manpower policies makes clear some of the considerations which prospective employers need to keep in mind in planning modifications in their standard employment procedures or job structures.


These recommendations for "a comprehensive national manpower policy to meet the needs of both the unemployed and the underemployed" include a proposal that one million new jobs in the private sector be created during the next three years with reimbursement to private employers for certain training costs through direct payments or tax credits. In connection with this proposal, the report of the Advisory Panel on Private Enterprise to the Commission (Appendix H, pp. 558-569) is pertinent.

Cassell, Frank H. "Jobs for the hard-to-employ in private enterprise." *Critical issues in employment policy*. Edited by Frederick H. Harbi-

* Prepared by Hazel C. Benjamin, Librarian.
** Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

A discussion of the role of job market intermediaries, including both public and private agencies, in persuading employers to hire the hard-to-employ. Stresses the importance of helping the unemployable to become employable before referring them to prospective employers.

Cervantes, Alfonso J. “To prevent a chain of super-Watts.” Harvard Business Review (Graduate School of Business Administration, Harvard University, Boston, Mass. 02163), September-October, 1967. pp. 55-65. $2.00

The Mayor of St. Louis, a former businessman, argues that “it is primarily up to private industry . . . to upgrade the disadvantaged, to provide training for the unemployed, to break down the complexities of job components, to employ the willing, to make them able . . .” and to take any other steps necessary “to dissolve the ghetto” through “creative new methods.” Discusses the seriousness of the urban unemployment problem and the changes in recruiting and training practices required to meet it.

Garrity, John T. “Red ink for ghetto industries?” Harvard Business Review (Graduate School of Business Administration, Harvard University, Boston, Mass. 02163), May-June, 1968. pp. 4-6, 8, 10, 12, 14, 16, 158, 161, 171. $2.00.

Written by a managing director of McKinsey & Company, this article presents a hypothetical financial analysis of the alternatives facing a businessman who wishes to take practical steps toward employing the unemployables. The author develops two simple company models which demonstrate that some form of government support is essential. Using these as a background, he “prices out” tax incentive, control of the market, and government contribution approaches to industry-government partnership.


A study of the role which private enterprise plays and might play in existing federal programs to combat poverty with special reference to the Economic Opportunity Act, but also including the Manpower Development and Training Act and various programs under other government agencies. Most of the business activity has been in the field of manpower training and has been highly satisfactory. There is evidence that broad additional interest in such programs could be stimulated. However there are definite limitations on business interest in anti-poverty efforts under government contract and these should not be ignored. Creation of a

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"single national agency ... which could act as a focus of business contract activity in antipoverty programs" is suggested.


Report of an interview with Leo Beebe, Executive Vice Chairman of the National Alliance of Businessmen in which reasons why the JOBS program has gained business support, ways in which it differs from programs under the Manpower Development and Training Act and Economic Opportunity Act, and ways in which businessmen can get help with training problems are discussed. The article also contains a chart giving information on the principal programs other than JOBS which have the backing of the federal government.

2. Descriptions of Specific Programs


Among the variety of company programs mentioned are those of Aerojet-General, Corn Products, Lockheed, Equitable Life, Metropolitan Life, Ford, and Western Electric.


Describes the initial experience of Corn Products Company with the MIND, Inc. program for improving basic educational skills and also gives information on what MIND has to offer businesses interested in training programs.


The Industrial Relations Director of Eastman Kodak describes that company's experience with the Board for Fundamental Education program (System for Success). This was successfully used as a first step in opening up employment opportunities in the company for the hardcore unemployed.


Faced with a labor shortage last September, the Pontiac Division of General Motors sought the assistance of the Urban League in locating new workers. A total of 281 "unemployables" were hired, of whom 53 percent were still performing satisfactorily on the job six months later.

A discussion of employability development through education and training with special reference to the Job Corps. In particular, the McCoy Job Corps Center in Wisconsin is used as an example of industry-university cooperative effort under government sponsorship.


An account of some of the ways in which large city firms all over the country are opening job opportunities through on-the-job training and various types of community and multi-firm programs.


On the basis of a study of four well-known local programs in Chicago, Los Angeles, and Philadelphia, the author points out the distinguishing characteristics of those which have been successful in an effort to determine whether the same types of programs could be established in other communities. He found that "involvement of the business community has held the key to the success of each program," but that the extent of this involvement has been relatively small.


Describes the implementation of, and some of the experience with, the Inner-City Recruitment Plan inaugurated by the Ford Motor Company in October 1967.


This conference was co-sponsored by the National Citizens' Committee for Community Relations. Part I of the report contains summaries of activities which are described in more detail in Part II, a suggested action program, and the names of public and private agencies which can provide technical assistance and/or funding. The reports included in Part II cover specific company programs, employer-community job programs, business-community organizations, and special tools and techniques.