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Before the Ohio Advisory Committee to the  
U.S. Commission on Civil Rights

In re :  
Fact finding :  
Employment Opportunites for :  
Minorities in Montgomery :  
County, Ohio :

PROCEEDINGS

Crowne Plaza Hotel  
Fifth & Jefferson Streets  
Van Cleve Room  
Dayton, Ohio  
June 11, 1998  
9:00 A.M.

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OHIO ADVISORY COMMITTEE MEMBERS

Grace Ramos, Chairperson  
Melanie Mitchell  
Lee Esprit  
Juan Perez  
Clifford Savren  
Y.W. Bryan Choi  
Roberta Presley  
Barbara Rodemeyer  
Virginia Ortega  
Mary Jurkiewicz  
Thomas Rogers

PROCEEDINGS

MS. RAMOS: The Ohio Advisory  
Committee to the United States Civil Rights Commission will  
now convene. We'll be having hearings all day. I hope  
everybody is prepared, this should be interesting.

We would like to welcome Mayor Turner,  
who would welcome us, he has a busy day, so we'll go ahead  
and start, and after that we will take a 5 or 10 minute  
recess while some of the presenters get here.

MAYOR TURNER: Good morning, I want to  
thank you for coming to Dayton, Ohio, and I also want to  
thank you for the importance of the activities that you  
perform.

It's exciting to have you in our  
community, I looked at the schedule of the people that you  
have who will be testifying before you today and I  
appreciate both the breath of the groups that you have  
coming before you and the importance of the issues you're  
looking at.

As Mayor of the City of Dayton I  
welcome you on behalf of the entire City Commission of  
Dayton.

We're a very proud city, and I'd like  
to note, if you pick up the paper today we've been rated one

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1 of the seven most livable cities in the midwest out of the  
2 top 25.

3 I'm very excited about that ranking,  
4 we're definitely a city that people think of when they think  
5 of peace, having been the site of the Dayton Peace Accord,  
6 and negotiations between Croatia and Bosnia, the former  
7 Yugoslavia Republic. So we welcome you, we hope that your  
8 time is productive.

9 If there's anything my office, the city  
10 can do to help you at anytime, please, let us know.

11 MS. RAMOS: We'll be sure to give you a  
12 report of everything that comes out for your review.

13 MAYOR TURNER: Wonderful, we  
14 appreciate the work that you do.

15 MS. RAMOS: Thank you.  
16 (Brief recess taken.)

17 MS. RAMOS: We'll do this one over  
18 again. The Ohio Advisory Committee to the U.S. Commission  
19 on Civil Rights will come to order.

20 My name is Grace Ramos, Chair of the  
21 Ohio Advisory Committee. We're here today to examine  
22 minority employment opportunities in Montgomery County,  
23 Ohio. The proceedings of this meeting  
24 are being recorded by a court reporter and information  
25 submitted at this meeting will be formally submitted in the

1 The general procedure for the invited  
2 guests for public and private inquiry is for them to make a  
3 10 minute presentation on employment opportunities for  
4 minorities and professional and managerial positions at  
5 their particular facility. At the conclusion of these  
6 statements the balance of the time for that panel will be  
7 accorded to committee members for questions.

8 If there is additional information our  
9 invited guests would like to offer the record of this  
10 meeting will remain open 30 days, during which time such  
11 information may be submitted to this committee through the  
12 Mid-western Regional Office of the U.S. Commission.

13 Presentation time for those who are not  
14 employers will be at the discretion of the Chair. To  
15 accommodate those not invited a public session has been  
16 scheduled for later this afternoon and speaking time at that  
17 time will also be determined by the Chair.

18 The advisory committee appreciates the  
19 willingness of all participants to share their views and  
20 experiences with the committee.

21 And just as a footnote from the court  
22 reporter, sometimes when people read their reports, like I  
23 just did, they rapidly go through, they have asked you to  
24 slow a little bit so they can catch all the information.  
25 Our first speaker is Phil Parker, and he is the President of

1 form of a report to the commission for its consideration  
2 and submission to the Congress of the United States and the  
3 Library of Congress.

4 The other members of the Ohio Advisory  
5 Committee held here today are Tom Rogers from Beaver Creek;  
6 Mary Jurkiewicz, and Mary you're from?

7 MS. JURKIEWICZ: Aurora.

8 MS. RAMOS: And we have Virginia Ortega  
9 from Toledo; we have Barbara Rhodemeyer from North Canton;  
10 and Melanie Mitchell, who just stepped out to get a cup of  
11 coffee from Columbus, the Governor's office; we have Roberta  
12 Pressley from Cleveland; and Clifford Savren, this is only  
13 your second meeting, from Cleveland; and Juan Perez from  
14 Columbus; and Mr. Choi is going to be joining us later, he's  
15 from the Dayton area.

16 During this hearing no person or  
17 organization is to be defamed or degraded by any member of  
18 this advisory committee or any participants. Any individual  
19 or organization that feels defamed or degraded by statements  
20 in these proceedings will be given an opportunity to  
21 respond.

22 We are going to maintain our schedule  
23 this morning and throughout the day it is very important for  
24 us to do so as a courtesy to the participants who are making  
25 time for us in their busy schedules.

1 the Dayton Area Chamber of Commerce.

2 MR. PARKER: Thank you, Madam Chair,  
3 and I would like to thank the Committee for inviting the  
4 Chamber to participate in your program here. I know that  
5 you'll be meeting a number of my membership members this  
6 morning and this afternoon, and I am really pleased with  
7 that, because the list that you'll be talking with and  
8 working with this morning and this afternoon I think and  
9 are some outstanding companies and I think there's some  
10 outstanding opportunities that hopefully that they'll be  
11 able to share with you more specifically.

12 My comments might be a little  
13 different, maybe not so much, but a little bit different,  
14 because I'd like to talk about maybe the overall picture of  
15 our community.

16 And hopefully share with you some of  
17 my thoughts, some accept trends, maybe even some initiatives  
18 that are ongoing in this community that perhaps might be of  
19 benefit to your committee and what your mission and vision  
20 is all about.

21 First of all, let me just say that I  
22 think, personally, that there's a lot of opportunity for  
23 growth in minority employment area.

24 I was pleased, I was very much  
25 benefitted by a program that I went to last fall where the

1 American Chamber of Commerce Executives got together, my  
2 counterparts from metropolitan chambers across the nation, I  
3 think they recognize about a hundred of those organizations,  
4 and I think if I recall there was about 86, I think,  
5 represented at this meeting, so it was very well  
6 represented.

7 And at this meeting one of the most  
8 outstanding topics of discussion was diversity, and I know  
9 that specifically I've seen some of the statistics and some  
10 of the information that was sent to our office about your  
11 particular meeting, and we certainly want to talk about any  
12 of the issues you'd like to talk about.

13 But I know that many times when we look  
14 at what you are looking at, minority opportunity, we look at  
15 it now from the Chamber standpoint, we're a little bit  
16 broader than that, even though, I think, if my information  
17 is correct that women are technically considered, I think,  
18 by federal law as minorities.

19 We're looking at what we term diversity  
20 management. We're looking at total diversity now in our  
21 work place, in our companies and across the board as far as  
22 leadership in our community.

23 So my comments might be  
24 interchangeable, but I would hope that I would like to try  
25 to clarify just a little bit that I'm talking probably

1 As a matter of fact I had even  
2 suggested in my original meeting that Sinclair might be  
3 added to some of your future meetings or future  
4 correspondence, because of their work in this area, because  
5 they are looking -- especially, I think one of their  
6 initiatives is how to get more minorities in certain key  
7 positions that they have defined as lacking or the  
8 demographics are not perhaps what they should be.

9 A perfect example they stated to me was  
10 that how can we get more minorities in manufacturing jobs,  
11 because our town, like several of you from other larger  
12 industrialized towns in Ohio, our town has historically been  
13 an industrial community, and we have a lot of  
14 manufacturing, at one time we had more.

15 We are trying to move back to some of  
16 that manufacturing, because we happen to think that the jobs  
17 -- those types of jobs that actually build something and  
18 either sell it or export it locally or nationally or  
19 internationally create value added jobs.

20 Jobs that are a higher paying scale and  
21 we want that for our people in this community, and  
22 certainly transcends across all dimensions of our community,  
23 including all the diversity diversives of culture, race and  
24 ethnicity.

25 One of the things we found that out was

1 about a little broader issue that call diversity management.

2 In this particular program, Dr.  
3 Roosevelt Thomas, out of Atlanta was the keynote speaker.  
4 We also had someone from the National Hispanic Chamber of  
5 Commerce, we also had someone from a local African-American  
6 Chamber of Commerce that was there at that particular  
7 meeting from that community, and they really brought a lot  
8 of different perspectives about the business community and  
9 how we are using the talent of our diversity of other  
10 people.

11 And quite frankly it really opened my  
12 eyes personally, and I was really pleased with that, because  
13 every once in a while when the light bulb goes on it makes  
14 me think about opportunities that we have maybe back in our  
15 own community and I was very intrigued, because several of  
16 the chambers have already started to work even more  
17 diligently in this area of promoting that diversity  
18 management, promoting better opportunities for a wide range  
19 of employees and people of other communities.

20 A perfect example was the Detroit  
21 Chamber of Commerce who sent us some information, we have  
22 then gone on and taken some of this information and sat down  
23 with one of our local institutions, Sinclair Community  
24 College, you might be familiar with it, I know several of  
25 you from the area are probably familiar with it.

1 that Sinclair again was very interested in this, so we may  
2 be partnering in that particular program with the Chamber of  
3 Commerce.

4 And I would just like to share with you  
5 a few thoughts that I picked up about this diversity, and  
6 hopefully in my closing remarks I'll try to pull it back  
7 together about where the trend is and where we might be  
8 headed.

9 Dr. Thomas, who is a consultant,  
10 who's done a tremendous amount of work nationwide and who  
11 spoke to a number of groups, has been a consultant  
12 nationwide, I wrote down some notes from his meetings, he  
13 said, you know, Phil, this is not an issue of just black and  
14 white, it's not just about race, it's about that whole  
15 cultural mix that we need in our community for success.

16 And he went on to -- if I wrote this  
17 down right, he went on to try to define that diversity is  
18 every one together and he kind of used an analogy of believe  
19 it or not, a stew, and the analogy that he used was that  
20 normally when we're in the kitchen and were creating a stew,  
21 it's a very creative process, we can put in a lot of things  
22 in that pot, it's supposed to taste good when it comes out  
23 of that pot when we serve it it's supposed to be good for  
24 us, it's supposed to nourish our body and hopefully make us  
25 stronger.

13

1 And quite frankly that's when my light  
2 bulb started to flicker just a little bit, because he was  
3 saying things like, Phil, it's not just about affirmative  
4 action, it's not just about, and he went on to define in his  
5 terms, you know, where we have been through quite a phase  
6 here over the last 10, 20 even 30 years of going through  
7 affirmative action, of now going into a phase 2, what he  
8 called understanding the differences in culture and  
9 diversity and he went on to define this diversity  
10 management.

11 And he got me very interested in this  
12 topic because his point was businesses -- all businesses  
13 whether they be small, medium or large, those are all  
14 represented by our Chamber of Commerce, need to have a  
15 better understanding that if we understand the cultural  
16 differences we can use those as a strength in our business.

17 It can actually become an asset,  
18 because now we can get more creative thinkers, we can get  
19 people with different backgrounds that come at problems from  
20 different means and different perspectives, and if we work  
21 real hard that diversity will make those organizations,  
22 those businesses he was trying to point out, can actually  
23 make them stronger and I think that's the case.

24 As side note I came back, I certainly  
25 had that discussion with Sinclair Community College, and

14

1 they were very anxious to help us move towards perhaps  
2 establishing a pilot project here in our community, not only  
3 for our Chamber, I have 31 employees, but not only  
4 internally in understanding diversity, but how to use those  
5 creative juices in our own organization. But also maybe how  
6 to take that information out to our other 3,300 businesses  
7 that we represent.

8 And one of the things that I was very  
9 pleased and was glad to understand, was that there are a  
10 number of companies, I think General Motors is coming in to  
11 speak with you later, they happen to be one that's  
12 supporting this with the Detroit Chamber of Commerce.

13 There are a lot of companies that  
14 support this whole change in making sure that they have the  
15 right hiring, the right policies in place, so that people of  
16 all diversities can be successful.

17 One of the things that I did find out  
18 though coming back is we did a survey and did some focus  
19 groups with some of our businesses.

20 And one of the things that we found out  
21 was it was a question that we said are you interested, would  
22 you be willing to hire people of diverse backgrounds, and  
23 quite frankly most, I don't really remember anyone that  
24 said that they wouldn't be interested in hiring.

25 But then we started doing a little bit

15

1 more research, we started following up with companies that  
2 had diverse backgrounds and diverse peoples in their  
3 employment populations, and we found out that sometimes they  
4 didn't know how to understand that once a person got there  
5 how those cultural differences may be such that the person  
6 may not want to stay in that organization.

7 And I guess I hadn't personally  
8 thought about that in the past, I'd always thought it's the  
9 right thing to do, you hire and you make sure that you give  
10 all people great opportunities, but I guess I didn't think  
11 about the fact that a person can come into a particular job  
12 well-trained, well-educated, but of such a diverse  
13 background -- and I'm not talking about any one particular  
14 group, we're not just talking about a specific realm, we're  
15 not talking about Hispanic or we're not talking about just  
16 African-American.

17 I think this almost goes across the  
18 board that many times the culture of that business might be  
19 such that the people that are there that come in new have a  
20 tendency not to be successful, because they don't seem to  
21 think that they are wanted or fit in, and somehow we have to  
22 change that whole paradon, and that's part of this diversity  
23 management we're working on, how can we expose that part,  
24 that unsuccessful part, where people that have all the  
25 skills that we're looking for, how come they are not being

16

1 successful.

2 And does it lead then to the employer,  
3 the individual, the owner or CEO or the HR person or  
4 whomever does a lot of the hiring.

5 Does it then lead later on to that  
6 person saying, well, you know, we've tried to hire more  
7 minorities or put women in certain positions, or whatever  
8 the case might be, and for some reason they will leave,  
9 quit, they last a few weeks or months or maybe a couple of  
10 years and we have the highest of turnovers in those areas.  
11 That's one of the areas we want to focus some of our  
12 attention.

13 Now, let me tell you why, and I know  
14 this is selfish, but if in any of you know me in the room,  
15 and Grace is probably the only one that does, you know that  
16 I shoot straight and I tell you exactly how it is.

17 We have, in my opinion, a real need  
18 almost to the extent of an emergency need in this community,  
19 I think it's like this in several other communities,  
20 Cleveland is represented here, I think Canton, several other  
21 communities are, and I work with some of those other chamber  
22 executives.

23 Our unemployment rate is 3.8 percent in  
24 this region. And we think it's possible that it can even  
25 get lower, now that's a double edged sword for some of us.

17

1 When we first noticed a few years ago  
2 when I came on the Chamber about four years ago we started  
3 seeing that unemployment rate go down. Part of that was  
4 because we're in the middle, about that time we have been  
5 through about eight years of reasonably good business trends  
6 on a national level that the businesses have been fairly  
7 successful.

8 And about that time we're halfway  
9 through that cycle that cycle is still there thank goodness.  
10 and I hope it continues, but we startled noticing a lot of  
11 our businesses were growing and prospering and having good  
12 economic growth and that they were hiring the people that  
13 there was that started the first phases in the last few  
14 years we started seeing a whole change in the issue of  
15 public assistance, and how we're trying to get people away  
16 from public assistance into the private sector into jobs.

17 So a lot of employers are starting to  
18 hire, but what we find out is it was a doubled edged sword,  
19 as great as it was we could actually say in this community  
20 that we have a lot more people employed than what we have  
21 had in the past.

22 We also found out that there were a lot  
23 of businesses that were still crying for good qualified  
24 trained individuals to serve.

25 So I guess part of my message this

19

1 the City of Dayton -- and Grace I hope I don't cross that  
2 line, what did you say earlier about degrading, I'm not  
3 trying to degrade, because I sit on that committee, and I  
4 love these people and we're working real hard with the city  
5 schools, but they will tell you there's a lot of people,  
6 young students in their programs, they serve about 26,000  
7 students that come from lower socio-economic backgrounds,  
8 that they have a huge drop out rate, twice what the state  
9 average is in our community.

10 And my concern is that education and  
11 training is still an important key factor to making sure  
12 that we provide and have good jobs for the minorities and  
13 the diversity that you are interested in and that we are all  
14 interested in.

15 I don't think we've done yet a good  
16 enough job in that, and I have this philosophy that a lot of  
17 the success of this country and this community will fall  
18 back on education, the education and training that we  
19 provide for our people.

20 And here is a community, the City of  
21 Dayton, our largest community in this region that has a lot  
22 of young people dropping out of school that will not have  
23 the skills that employers want and need before they hire  
24 them.

25 That's the other side of that double

18

1 morning is that I think that there's outstanding  
2 opportunities.

3 Bryan happens to be a local employer  
4 and member of the Chamber of Commerce, I would hope that he  
5 might concur with my analysis that a lot of employers are  
6 saying we need good employees, we are lacking the quality,  
7 and certainly even the quantity that we need to be  
8 successful in this community.

9 And I'll bet you we could probably say  
10 that's somewhat the case in Cleveland and Akron and Canton  
11 and some other places around our state.

12 So I guess, my point is there's a great  
13 opportunity for us if we strike and strike fast and strike  
14 hard and strike positive and to try to encourage the  
15 business community to help us hire as many people as we can,  
16 but we need to make sure that they understand that there's a  
17 lot of people of diversity out there that don't yet still  
18 have jobs.

19 I came from a meeting this morning with  
20 the Dayton Public Schools, I sit on their business advisory  
21 committee, and they gave out their annual report.

22 As a matter of fact, I think some of  
23 the information was in the newspaper this morning, if you  
24 had chance to see the Dayton newspaper.

25 But one of the things about Dayton --

20

1 edge sword, because employers -- part of that survey, when  
2 we asked them, they said, well, Phil, yes, the answer is,  
3 yes, we will hire, but we just can't afford -- especially  
4 the small business community, any business community quite  
5 honestly, I shouldn't just say small, that is unfair to  
6 medium and large business, because they also have to be very  
7 careful with their work force, with their bottom line to  
8 make sure that they are profitable companies, but  
9 certainly we have a lot of small businesses that are members  
10 of the Chamber of Commerce, and they say and we have to have  
11 people of the highest skills to be successful and we just  
12 can't hire people that aren't ready and skilled and trained  
13 and motivated.

14 So one of the biggest things that I  
15 think that perhaps some of the local institutions, not only  
16 the Chamber of Commerce, but also the Sinclair Community  
17 College, the schools, the four year universities, we have  
18 several in this region, we're very proud of that.

19 I think we have to do a much better job  
20 of preparing our people for those jobs that are coming up,  
21 because we know for a fact that there's going to be still a  
22 lot of opportunity out there for them.

23 We don't know if there's an end to this  
24 good business cycle. I'd like to thank the Lord that maybe  
25 there isn't an end to it, that we would have a long reign of

21

1 good business in this community and in this state and  
2 nation.

3 That might change if we were sitting in  
4 a recession right now, we might not be talking about some of  
5 the same exact subjects, but there's going to be a lot of  
6 opportunity, we think, for jobs and employment.

7 And that a lot of people of color, a  
8 lot of people of different races and nationalities are not  
9 in the job sector right now and we need to do everything  
10 that we can to bring the skills and the trades and the  
11 education to everyone so that they can have opportunities.

12 So there is a trend, I think there's a  
13 trend that says there is opportunity, there's a trend that  
14 there are organizations that want to take this very  
15 seriously and work hard in that community.

16 Is there kind of a selfish end, well,  
17 yes, but please don't think bad of us for the fact that our  
18 businesses want to be successful.

19 I would hope that you would look at  
20 that as opportunity to say, well, good there's darn good  
21 reason for you to want to hire as many people and be as  
22 successful as you can and fill your employment needs, so  
23 that your businesses can grow.

24 And I guess my point is we ought to try  
25 as hard as we can together to strike while the iron is hot,

23

1 Commerce is affiliated with the Chamber and I think is a  
2 good way of bringing in businesses and labor force.

3 You mentioned something about the job  
4 center, how it works here in Dayton, because I think its  
5 very innovative, isn't it?

6 MR. PARKER: It's very innovative,  
7 thank you, very much. Indeed I wish I could take the credit  
8 for it. I was not that smart to be able to say that I could  
9 take any of the credit for it.

10 There's some very good people in this  
11 community both professionally and on the government side,  
12 but also some key volunteers.

13 One particular, the retired chairman of  
14 Huffy, the bicycle company here in town, Fred Smith, has  
15 been a tremendous initiator of this particular program of  
16 trying to integrate all the services of social services, job  
17 training services, or as many as we can under one roof.

18 We don't necessarily have all the job  
19 training services, but we do have some there. But you can  
20 literally walk in, if you are in need of public assistance,  
21 you can walk in and for the first time it's more than just  
22 -- and here is the beauty of it, it's more than just under  
23 one roof, because just about any fool could do that, anybody  
24 could put everybody under one roof and compartmentalize and  
25 close their doors and go about their business.

22

1 while we have such good business growth and opportunity to  
2 get as many people as we can employed in all the right jobs,  
3 so that we can raise their quality of life.

4 The chairman of our board last year in  
5 the Chamber of Commerce used to use the analogy, a rising  
6 tide lifts all boats, and I think that's a very good  
7 analogy, if you really want to know the truth.

8 We have as an economy state and as a  
9 community a lot of us have seen us rise with good business,  
10 with a better quality of life, let's make sure that it  
11 raises all boats along the way, so that we can all enjoy a  
12 much more satisfying quality of life.

13 That's my comments, I probably went  
14 over, Madam Chairman, I apologize, but perhaps there's  
15 questions the committee might have, if I can answer those.

16 MS. RAMOS: Yes.

17 MR. PARKER: I'm sure some of the  
18 people you will talk to today will give you very good  
19 specifics and they will share with you perhaps some more  
20 specific insight.

21 MS. RAMOS: I thought maybe you could  
22 say something about -- I think it's the new job center that  
23 they have down here that seems to work out real well from  
24 what I read in the newspapers, I'm not involved in it; and  
25 also comment that I'm glad that the Dayton Chamber of

24

1 This is actually an integrated process  
2 were great businesses where these organizations, where these  
3 government agencies and even the private sector, we actually  
4 have some of the job placement companies, private sector  
5 companies that are actually housed here just a couple of  
6 miles away right on the river, the great Miami River, a few  
7 miles away from here where it's all under one roof.

8 And we're looking about seeing what  
9 other government services can also be tied into that same  
10 type of concept, but the beauty of that is we're all trying  
11 to put a lot of emphasis on lowering that public assistance  
12 need out there.

13 And I'm pleased to say I don't have the  
14 exact numbers, the head of that program could probably  
15 speak to the exact numbers, but it was just a few short  
16 years ago that I think the number that they were serving day  
17 in and day out was about 15,000.

18 Last year they reported that that  
19 number was about 7,000, and now they say that it's closer to  
20 5,000.

21 So they made tremendous strides in  
22 getting people moving them from public assistance into the  
23 private sector jobs.

24 My concern is we want to make sure that  
25 they have opportunity to move up in those jobs, and yes they

1 may be starting sometimes in entry level jobs that's quite  
2 possible, because of their skill sets.

3 But how do we make sure that they  
4 continue growth as far as their training and education,  
5 because let's face it, not every one is going to be able to  
6 survive on minimum wage, we want to make sure that they have  
7 the opportunity to move into some of the other good jobs  
8 that are available in this community.

9 And as a side bar, if you will allow  
10 me, the job center came -- well, the job center invited --  
11 the County invited the Chamber of Commerce to participate  
12 about a year and a half ago in a program that they wanted to  
13 try to have some type of electronic job bank network here in  
14 this community that would list the jobs, and part of that  
15 job listing was OBES has a system that they have right now  
16 in place, but no one seemed to be participating in the OBES  
17 program.

18 So we all got together in a room like  
19 this around a big table like this and we talked about it,  
20 and we came back and we had several organizations make  
21 presentations and the Chamber brought in an organization  
22 from out in the Des Moines area that had a program that they  
23 were starting to incorporate in several communities  
24 nationwide and they call it Nation Job, and we submitted  
25 that one as our proposal and it was very costly, much higher

1 a weekly basis what jobs are available with their skill  
2 sets, if that citizen will input their skill sets into that  
3 so long as they have access to the Internet, we've now  
4 integrated that into the job center that has been a very  
5 creative process over there and so far has shown tremendous  
6 success, and right now it's just serves Montgomery County  
7 and Preble County.

8 Now other counties are looking at the  
9 same type of process, not necessarily being here in this  
10 building, but in their own counties. I live in Green  
11 County, work in Montgomery County, and I know Green County  
12 is looking at howto integrate these services closer. They  
13 have some of that already, they'd like to do it even more in  
14 the future.

15 Thank you, guys. That has been a very  
16 successful program in our community where people can go and  
17 get the services that they need under one roof, because it  
18 makes it much more easier, because we all know that if  
19 people are in need and especially if it's public assistance,  
20 sometimes people don't know how to acknowledge, how to find  
21 these services, and in some case perhaps there's even a  
22 reluctance, because there's still a stigma if you're on  
23 public assistance that's not good, you should be in the  
24 private sector.

25 So we need to make that a process

1 than any of the other proposals.

2 Also when it came time to vote, I think  
3 the chamber was the only one that voted for that program,  
4 because of the cost.

5 Well, no program got any kind of  
6 consensus, so they kind of dropped the idea. And a few  
7 weeks later Fred Smith came back to us and said, Phil, if  
8 you like these guys so well you put together this program  
9 for the job center and the community.

10 We went out and asked the private  
11 sector to help us fund that, we raised \$1,800,000 to get  
12 together a five year initiative on the program called Nation  
13 Job.

14 It's an Internet based electronic job  
15 based networking where employers can put jobs. We now have  
16 about 3,000 jobs on this system and just got up and started  
17 in February.

18 Employers can put their jobs on there,  
19 it's more than just one or two lines, they actually can use  
20 two screens of computer information about this job, plus  
21 they can actually hot link if they have a home page or web  
22 site for this business they can hot link back to that.

23 But employees, or citizens, potential  
24 hirees can actually get into the system and not only look at  
25 it, but there's a system where the system will tell them on

1 that's convenient that's not intimidating, that is something  
2 that is of benefit to those people so that we can try to  
3 steer them to get them whatever public assistance that they  
4 need, but also try to get them the proper training and  
5 education and the knowledge of where the jobs are so that  
6 we can try to point them towards those jobs.

7 And the last point I'd like to make is,  
8 the Chamber and six other organizations put together a  
9 survey late last fall and we got the results this spring of  
10 jobs and opportunities that we have in this community.

11 And though some people may say that  
12 the number was inflated, I don't know if it is or not. We  
13 had two very good institutions Wright State University and  
14 U.D. collaborated, they paid for professional services for  
15 us, and we have over 40,000 available jobs in our region, in  
16 our region, not just Montgomery County so please I don't  
17 want to say that's just Montgomery County, or just Green  
18 County or Preble, but in our region.

19 That means there's a lot of opportunity  
20 for people of all backgrounds to find good jobs out there.  
21 We need to make sure that we steer them towards those jobs,  
22 we make those jobs available to them through Nation Jobs,  
23 and through the job center, through any sources that we  
24 have, but we also need to make sure they have a skill sets  
25 and the education and the readiness that they are going to

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1 need to be successful with a local employer.

2 MS. RAMOS: Do we have a few minutes  
3 for a couple of questions? Does anyone have any questions?

4 MS. ORTEGA: I'm curious, you mentioned  
5 you had 31 employees, how diverse — how does that break  
6 down within the diversity within the Chamber of 31  
7 employees?

8 MR. PARKER: The majority is women, in  
9 our organization my management team is two women and two  
10 males, plus myself.

11 We have five or six people of color in  
12 our organization, and there's quite a great opportunity,  
13 because we have a certain amount of mobility within our own  
14 organization, we have a certain turnover just like anybody  
15 else, and our first commitment is to hire within and try to  
16 promote within.

17 If that does not happen we certainly —  
18 I don't know any employees that we've taken from outside of  
19 our community, at least in the four years I've been there,  
20 we've hired from within our region.

21 We try to give the people of our region  
22 our first opportunity, we are a regional metropolitan  
23 Chamber of Commerce, we're not just the City of Dayton.

24 If you look at the demographics and say  
25 we represented only the City of Dayton demographics wouldn't

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1 represent some of the highest level of leadership in our  
2 community, and we were very pleased to have them now be part  
3 of this organization.

4 So we made some progress, quite  
5 frankly, we still have a ways to go too, but we are  
6 cognizant of that. We don't try to hide that.

7 As matter of fact, Tuesday we had our  
8 executive committee and the chair of our nominating  
9 committee is a female from one of the larger corporations,  
10 NCR.

11 And again, that was the topic of  
12 conversation as we come up for renewals for board positions  
13 this fall, let's make sure we understand our diversity  
14 needs and that we're trying to make sure we have a good  
15 proper mix and good representation of our community, and  
16 again we look at ethnicity, but we also look at industry,  
17 all types of demographic looks, and also we want to be able  
18 to represent small, medium, and large businesses.

19 So if you looked at our board you will  
20 also see a number of small, medium and large institutions on  
21 the board.

22 MS. MITCHELL: I have a question,  
23 actually two questions. I was curious as to the number of  
24 business members you have in the Chamber; and the second  
25 question is you mentioned a pilot program that you were

30

1 show it very well, but we are an organization that  
2 represents at least six counties.

3 So we are fairly diverse, we worked  
4 real hard from the leadership of our organization, I'm real  
5 proud of the fact that we have about 25 percent females on  
6 our board.

7 That does not sound like a lot from our  
8 Chamber of Commerce, but it is a dramatic improvement of  
9 where we were just a few short years ago.

10 We have quite a bit of diversity as far  
11 as ethnicity, and serving business, industry, geographic and  
12 lot of other areas also. But we're real proud of that  
13 because our organization as of last year was 90 years old,  
14 and in those first 88 years our volunteer chair, who is  
15 normally one of the top CEO's in our community had always  
16 been a middle aged white male.

17 But two years ago we had our first  
18 female as chair of our board, and last year we had our first  
19 African-American and that was not done by accident.

20 We went out and sought that type of  
21 leader that represented that diversity out there, and we  
22 were very pleased to find some outstanding qualified people  
23 of good leadership.

24 And Bobby Langdon, Maria Joseph, some  
25 of you might know Bobby Langdon, from Key Bank, they

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1 working with, I think Sinclair College, I'd like to know a  
2 little bit more about that and what specific resources do  
3 you provide to your member companies if they have questions  
4 or have needs in this area?

5 MR. PARKER: Two questions there,  
6 first we are blessed with almost 33 hundred business  
7 members. We are the 23rd largest Chamber in the nation,  
8 that represents about 200,000 out of the 475,000 people that  
9 are employed in our region in our MSA. So we're a fairly  
10 large organization, we're very proud of that fact.

11 As far as our pilot project, there's  
12 actually another one I didn't talk about and that was one  
13 that we in our strategic plan and in our 1998 business plan  
14 for the Chamber, we recognized the need to help more — do  
15 more for minority businesses.

16 Grace had mentioned the fact that we  
17 have a nice relationship with the Hispanic Chamber, but  
18 again our definition is it's more than just Hispanic,  
19 because we have a very good population of African-Americans  
20 in this community, we have a pretty good population that's a  
21 growing populations of the Pacific realm, because of  
22 Panasonic and Honda, folks just to our north, we're going to  
23 be having perhaps the Isuzu folks, the Japanese folks coming  
24 in doing a program with General Motors in Marain, Ohio, we  
25 have a lot of Indian, Asian, in our community, we have a lot



1 of Native American in our community and Hispanic also.  
 2 So I we've been trying to do more and  
 3 we put together a plan, the University of Dayton actually  
 4 had a center for minority business development that had  
 5 closed its doors last June of '97.

6 They closed their doors June 30th of  
 7 '97, we think because of that then there's a void that  
 8 someone needs to pick that up, and the Chamber, we think we  
 9 are probably the best organization or one of the best,  
 10 probably one of the best of a handful, even though I think  
 11 we've identified about 14 or 15 organizations that we  
 12 collaborate with to provide services to those minority owned  
 13 and controlled businesses.

14 But to answer your question about the  
 15 Sinclair project, this is a project not only where we want  
 16 to be more cognizant, our small business of 31 employees,  
 17 because even if you look at us an organization that serves  
 18 a community, we're still a small business organization and  
 19 we need to make sure that we understand our cultural  
 20 diversity and how we can a best work with all the different  
 21 diverse cultures.

22 We want to train ourselves, just like a  
 23 program we did on ethics, we'll do it in-house and train  
 24 ourselves, I think Sinclair is interested in this, because  
 25 we think we can actually take this and train other

1 businesses of how to understand cultural differences and how  
 2 to make the very best of those cultural differences and  
 3 hopefully maybe like be a Phil Parker where maybe the light  
 4 bulb finally came on one day and said, you know, you're  
 5 right, it's not just about black and white, it's not just  
 6 about things like affirmative action.

7 It's about if we do this well and if we  
 8 hire people of great diversity that stew will actually be a  
 9 nourishing pot and we will actually be a better business, a  
 10 better organization, because of that creativity that  
 11 diversity that we have.

12 And I think that's the direction we are  
 13 going to try to head with that particular project if we're  
 14 able to go out and train and teach and encourage other  
 15 businesses to understand that and understand not to give up  
 16 too quickly.

17 Because so many times, I think I might  
 18 have mentioned earlier that we have employers that generally  
 19 will hire people of all types of diversity, but many times  
 20 those people don't remain there very long, because they are  
 21 not successful for whatever reason.

22 How do we make sure there's an  
 23 atmosphere, that there's an environment in that institution,  
 24 that business, to allow them to be more successful and not  
 25 to just react too quickly, let nature take its course, let

1 that nurturing grow and prosper in that business and you  
 2 might find out that your organization will be a much  
 3 stronger better organization in the long run for that  
 4 diversity.

5 MS. RAMOS: Thank you very much for  
 6 coming and we will give you a copy of our report after it's  
 7 published.

8 And I failed to introduce Peter  
 9 Minarik, who is our researcher.

10 MR. PARKER: Yes, Peter and I have  
 11 spoken and spent some time together, and he did a very nice  
 12 job of trying to actually pull together our thoughts on this  
 13 subject.

14 We'll proceed so we won't get too far  
 15 off schedule. Our next presenter will be Sharon Barstow,  
 16 U.S. Assistant District Director, U.S. Department of Labor,  
 17 Sharon Barstow.

18 MS. BARSTOW: Yes, hello, I would like  
 19 to thank Grace and the whole advisory commission for asking  
 20 us to come here today.

21 We are a representative of the U.S.  
 22 Department of Labor, the office of federal contract  
 23 compliance programs.

24 What I would like to do today is talk a  
 25 little bit about what our agency does and the results of

1 such.

2 As I was on the way in here -- and I'm  
 3 sorry, I need to introduce Pam Moore, Pam Moore is a  
 4 compliance officer within our office. She is a senior  
 5 compliance officer, she is a senior compliance officer,  
 6 she's been with the agency for about 13 years, she's  
 7 actually one of the staff of people that actually goes out  
 8 and does the work out in the field and does compliance  
 9 reviews on the contractors.

10 Let's talk at this time a little bit  
 11 about the laws that OFCCP enforces that would relate to the  
 12 topic that we're here to discuss today.

13 OFCCP enforces the executive orders  
 14 which covers minorities and women. OFCCP laws cover 26  
 15 million workers, or 22 percent of the total civilian work  
 16 force.

17 In 1995, the government awarded the  
 18 total -- total government awarded more than 179 billion tax  
 19 payer dollars, and when we think about awarding government  
 20 contracts, I don't know if there's a whole lot of people  
 21 that actually think about whose money this is, we're talking  
 22 about tax payer dollars.

23 So again, in 1995, the government  
 24 awarded more than 179 billion tax payer dollars in prime  
 25 contracts. Keep in mind prime contracts themselves then

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1 normally let subcontractors.  
2 OFCCP conducts more than 34 hundred  
3 reviews per year on those government contractors that  
4 receive those government monies.

5 If you will excuse me, I would like to  
6 talk about women and minorities. Women in the U.S. labor  
7 force, women represented 45 percent of the 1990 civilian  
8 labor force of 123 million people. 21 percent of the total  
9 civilian boards were employed by government contractors.

10 Women represented 41 percent of the  
11 federal contractor work force. So think about what I said,  
12 out of the total civilian labor force, women represented 45  
13 percent out of the federal contractor part of that women  
14 represent 41 percent.

15 Out of that work force women though  
16 only represented 36 percent of the Officials and managers  
17 and they appear to be concentrated in the teaching and  
18 nursing occupations.

19 In 1995, for every dollar earned by  
20 men, guess what, women earned only 76 cents.

21 MS. MITCHELL: That was in the paper  
22 today, too.

23 MS. BARSTOW: Now, let's talk about the  
24 African-Americans in the U.S. labor force.  
25 African-Americans represented 10 percent of the 1990

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1 were large government contractors.  
2 Dayton, Ohio is probably very lucky  
3 they have a lot of government contractors in this area,  
4 there's a lot of tax money here.

5 Out of those nine large government  
6 contractors, only one was found by OFCCP to have major  
7 violations.

8 I would like to also talk about a  
9 subject that sort of ties in with what you're looking at  
10 and that's the glass ceiling.

11 I know everybody, every time that you  
12 open up the newspaper or magazine you hear and you read  
13 about the glass ceiling and so many people talk and they ask  
14 what is the glass ceiling.

15 In 1989, the Department of Labor set  
16 out to investigate the glass ceiling concept. What is the  
17 glass ceiling?

18 Well, it has been defined as barriers  
19 that prevent qualified -- and we always talk about minority  
20 and women as qualified, prevents qualified women and  
21 minorities from advancing into upper management positions  
22 within a company.

23 One of the tools that the OFCCP has  
24 used to investigate the glass ceiling is to conduct  
25 corporate management reviews. And you'll probably hear us

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1 civilian labor force that we just talked about.

2 However, when you talk about  
3 African-American representation in the federal contractor  
4 work force, they represent 12 percent, so minorities  
5 represent more of the total federal contractor work force  
6 than what they do of the civilian work force.

7 However, when you're looking at  
8 African-Americans and the officials and the managers they  
9 only represent five percent.

10 Also in 1995, for every dollar earned  
11 by non-minorities, African-Americans earned only 77 cents,  
12 they earned one cent more than what women do out of that  
13 dollar.

14 I would like to talk a little bit about  
15 the Columbus, Ohio OFCCP office. We conduct compliance  
16 reviews over most of the State of Ohio, with the exception  
17 of the upper extreme northeast corner, so Dayton, Ohio is,  
18 yes, in our area.

19 I look for last year of the compliance  
20 reviews that our office would have conducted in the Dayton  
21 area, I found that we conducted 25 supply and service  
22 compliance reviews.

23 Two of those resulted in major  
24 violations, eight resulted in major violations, and 15 were  
25 closed with no violations. Out of those 25, nine of those

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1 talk about CMR's.

2 A CMR covers the personnel located in  
3 the corporate office, and you have several corporate  
4 companies and corporate offices in the Dayton, Ohio area.

5 A CMR covers the personnel located in  
6 the corporate office and other mid and upper level managers  
7 located throughout the corporation, wherever they might be  
8 physically located.

9 OFCCP will review the contractors work  
10 force and we will identify the glass ceiling. What does  
11 this mean? It means that you need to identify the level  
12 where there is a marked decline in the representation of  
13 minorities and women.

14 Normally minority -- the glass ceiling  
15 for minorities is lower than the glass ceiling for women.  
16 In some of the corporate management reviews that we have  
17 conducted it has been almost impossible to identify a glass  
18 ceiling for minorities.

19 We will also review the top three  
20 reporting levels to the CEO to determine if there are any  
21 minority and women in those top three reporting levels to  
22 the CEO.

23 For an example, one of the glass  
24 ceilings that we did, I have been -- I've had the  
25 opportunity to be involved in all four of the glass ceiling

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1 reviews that has been conducted by the Columbus, Ohio  
2 office.

3                   One of the glass ceiling reviews that  
4 we conducted, the first minority that we found in the  
5 company was 15 levels away from the CEO.

6                   What we have found when we have  
7 conducted these CMR's is that the single largest glass  
8 ceiling barriers are the failure to develop outreach and  
9 recruitment programs, and failure to provide management  
10 development and mentoring programs to their own employees.

11                   Those are two of the largest barriers  
12 that we have found.

13                   However, we can tell you that we also  
14 have had success stories. Proctor and Gamble, they won the  
15 Secretary of Labor's opportunity 2000 award for its  
16 outstanding effort in the retention and the advancement of  
17 minority and female employees.

18                   We have a book out now and it's called  
19 The Cracks in the Glass Ceiling, from 1989 through to  
20 current we have found cracks in the glass ceiling.

21                   Let me share with you a profile of a  
22 company that is trying to break the glass ceiling for  
23 minorities and women.

24                   The first thing, they would be No. 1,  
25 they would have the commitment of the top management. No.

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1 2, they would have to have a system in place to identify  
2 minority and women employees for advancement. No. 3, they  
3 would develop management training and mentoring programs  
4 which include succession planning.

5                   No. 4, they would actively recruit  
6 qualified minority and female applicants for hire into their  
7 feeder groups. This is very important, if you do not get  
8 the minority or the female representation into those feeder  
9 groups they are never going to get up into the upper  
10 management.

11                   And No. 5, include all of the four that  
12 I've just talked about into their management performance  
13 appraisals. Make management responsible for those.

14                   I have left copies outside on the table  
15 about OFCCP. Some of the handouts there that I have put out  
16 there talks about best compensation practices, and it also  
17 talks about mend, don't end, amend, don't end affirmative  
18 action.

19                   And I think I would just like to close  
20 with just saying briefly affirmative action is fair, it  
21 works, and for government contractors it's good for their  
22 business.

23                   And affirmative action benefits real  
24 people, it benefits tax payers, it benefits people like you,  
25 myself, Pam. Thank you.

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1                   MS. RAMOS: Thank you. We do have a  
2 member of the Commission that is from Proctor and Gamble.

3                   MS. BARSTOW: I know Lynn well.

4                   MS. RAMOS: I have one thing that I  
5 wanted to mention and I think Melanie will remember this, I  
6 had to call, you know how you have to self-identify your  
7 ethnicity in order to be with contract compliance, I had a  
8 call from a gentleman who was Hispanic, he wanted a project,  
9 the union wouldn't send him because he was Caucasian, and he  
10 was trying to tell them that he wasn't, he's a Mexican, they  
11 said we want to see your birth certificate.

12                   Under our race actually, Mexican or  
13 Hispanic is Caucasian and so they wouldn't send him out.  
14 And he kept saying, I am really, and they said well can you  
15 bring your mother, not your mother or your mother's birth  
16 certificate. He said, well, hers says Caucasian too.

17                   So I called Melanie, Melanie was with  
18 the Department of Transportation, I said could you call and  
19 tell them it's okay if you're Mexican that it still counts.

20                   Even recently I was in a meeting where  
21 they had questions about self-identification, what they  
22 wanted was this gentleman to go to a register like  
23 Native-Americans, they asked me where is he registered, I  
24 said, well, you have a hard time finding a registration.  
25 I've never quite come across that problem before.

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1                   MS. BARSTOW: Usually when an applicant  
2 or an employee that's been offered a job has completed a  
3 self I.D. form is never requested, his contractor should  
4 never question what is put on that form.

5                   MS. RAMOS: Open for questions.

6                   MR. ROGERS: I think you said there's  
7 123 million people in the work force?

8                   MS. BARSTOW: I believe that was in  
9 1990, yes.

10                   MR. ROGERS: What percentage of that  
11 was women?

12                   MS. BARSTOW: 45 percent of the 1990  
13 civilian labor force of 123 million people, 45 percent of  
14 them represented women.

15                   MR. ROGERS: Okay.

16                   MR. SAVREN: I thought it was  
17 interesting when you pointed out some of the factors that  
18 seem to create or avoid the creation of the glass ceiling in  
19 the private sector, one of the things obviously motivating  
20 our hearing is an apparent disparity in Montgomery County  
21 between minority employment levels in the public sector and  
22 the private sector.

23                   Do you see differences in terms of --  
24 I'm wondering whether you have any explanation for this  
25 disparity and whether the same factors that were obtained in

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1 the private sector might also apply in the government sector  
2 and whether you can shed any light on this disparity?

3 MS. BARSTOW: I can only tell you about  
4 the representation of government contractors. Our agency  
5 only conducts compliance reviews on contractors that have  
6 government contracts.

7 I would believe and I think probably  
8 maybe Peter has some of those numbers, but it appears that  
9 representation of minorities and women are higher in the  
10 work force of a contractor that has government contracts  
11 than they are out in the civilian work force.

12 One of the reasons I believe for that  
13 is the requirements that government contractors must do, and  
14 they must recruit qualified minorities and women for their  
15 work force.

16 MR. SAVREN: You also mentioned that of  
17 the compliance reviews that you did in the Dayton area that  
18 only one of the nine major corporations that you monitored  
19 was found to have major violations; what was the nature of  
20 those violations?

21 MS. BARSTOW: Are you asking what was  
22 the nature of the minor violations or the major?

23 MR. SAVREN: The one major.

24 MS. BARSTOW: The one major violation  
25 was the finding of a compensation discrimination for

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1 MR. SAVREN: Do they have an  
2 explanation?

3 MS. BARSTOW: Normally, no.

4 MS. MITCHELL: What's the disparity of  
5 greater than the statistics that you spoke of today, the 76  
6 cents and 77 cents was greater than that?

7 MS. BARSTOW: Yes.

8 MS. ORTEGA: I note when you were  
9 talking about the statistics you mentioned African-American  
10 and then you also talked about minority; do you have any  
11 statistics for Latinos, and when you use minority, are you  
12 meaning African-American or are you meaning or including  
13 other minorities?

14 MS. BARSTOW: The statistics that I  
15 read to you today were mainly on African-Americans. But  
16 when I use the term "minority", I am talking about all of  
17 the ethnic groups.

18 MS. ORTEGA: Do you have comparable  
19 statistics?

20 MS. BARSTOW: No, I don't, I'm sorry.  
21 I could probably get them for you.

22 MS. ORTEGA: Provide them for us?

23 MS. BARSTOW: Yes.

24 MR. PEREZ: I had a follow-up question  
25 on the major violations. What type of penalties or

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1 minorities and women.

2 MR. SAVREN: Meaning that the people  
3 doing comparable jobs were being paid differently.

4 MS. BARSTOW: Meaning that we did an  
5 analysis of the compensation system and what that means is  
6 they had a structured system within salary grades.

7 We did a median and a mean of the  
8 minorities compared to the non-minorities and of the women  
9 compared to the men, within those salary grades, factoring  
10 in the important factors that the company gave us, these are  
11 just samples, okay.

12 For instance, let's say that a company  
13 said within a salary grade the most important factor is  
14 length of time that the employee has spent in that salary  
15 grade, the second most important factor might have been what  
16 their performance ratings was for the last year; the third  
17 important factor might have been how long they've been with  
18 the company.

19 So we did that by minority and  
20 non-minority and male and women within the company's own  
21 salary grades.

22 We used a company's own salary  
23 structure, we factor in those factors and then we say to the  
24 company then explain to us why minorities are being paid  
25 less throughout the company and so are women.

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1 consequences did these employers with major violations have?

2 MS. BARSTOW: If we're talking about  
3 discrimination, if it's in pay the remedy would have to be  
4 that they would have to bring those minority or women  
5 effective class members up to where they should be in the  
6 pay range to their comparable male — white male, or  
7 non-minority counterparts, and then they would have to be  
8 paid back pay for the length of time that they were below  
9 that.

10 If we're — on the other hand, if we're  
11 talking about hiring, if we would cite a company for  
12 discrimination in hiring, they would have to re-enter those  
13 applicants in the — at the step of the selection process  
14 that they stopped, and if they've successfully completed the  
15 contractor selection process they would be made a job offer  
16 along with other remedies, for instance back pay.

17 MR. PEREZ: Are these a type of actual  
18 penalties suffered in these two occasions?

19 MS. BARSTOW: Yes.

20 MR. PEREZ: Did any of them get  
21 deserted or lose a contract?

22 MS. BARSTOW: No. That process is when  
23 a contractor, a government contractor refuses to remedy.

24 MS. MITCHELL: Just a point of  
25 clarification, did he hear you say your study found there

1 was no glass ceiling for minorities?  
2 MS. BARSTOW: I said for the ones we've  
3 done in our office most of the time it's very difficult to  
4 identify a glass ceiling.

5 What that means is that they are too  
6 far down below the officials and managers, the  
7 professionals, they are usually done in the clerical levels.

8 MS. RAMOS: Any more questions? I want  
9 to thank you.

10 MS. BARSTOW: Thank you.

11 MS. RAMOS: Very interesting, you had  
12 some interesting figures, we all wanted to know who the one  
13 contractor was, we're all sitting here playing a guessing  
14 game.

15 MS. MOORE: We're unable to name them.

16 MS. MITCHELL: It's not public  
17 information?

18 MS. BARSTOW: Feel free to pick up the  
19 information that is out on the table.

20 MS. RAMOS: We thank you for these  
21 recommendations. I think this is one of the reasons we are  
22 doing this is to try and find programs that are working or  
23 ideas that would work for people such as Mr. Parker that  
24 said they want to develop a program on how to do it.

25 You gave us many specific steps on what

1 Air Force base, and we welcome you.

2 MR. O'HARA: Thank you. As Ms. Ramos  
3 mentioned my name is Michael O'Hara, and I've been the  
4 Director of Civilian Personnel at Wright Patterson since  
5 December of 1993.

6 I am neither from Ohio, nor am I from  
7 Dayton. I'm not sure where I'm from frankly, I'm actually a  
8 native of Detroit, Michigan, and I attended parochial school  
9 there for a number of years. I was very fortunate to be  
10 raised in that part of Detroit that was racially diverse and  
11 I feel like I brought more from there than I left. Very  
12 grateful for that.

13 I've also been vulnerable throughout my  
14 career, so what I tell you today is not strictly from the  
15 standpoint of Wright Patterson or the State of Ohio, or  
16 indeed the United States.

17 I have been a personnel officer since  
18 1980, I've been a personnel officer in Tampa, Florida; I've  
19 been a personnel officer in Newark, Ohio; I've been a  
20 personnel officer in Oklahoma City, Oklahoma, which at the  
21 time was the largest industrial complex in the U.S.  
22 Department of Defense; the Oklahoma City Air Logistics  
23 Center, and of course as I mentioned I've been here since  
24 December of 1993, and also spent nearly five years in  
25 Germany both as a personnel officer and labor negotiator

1 it takes to ensure this.

2 MS. BARSTOW: You haven't asked, but I  
3 would like to talk about the representation that is in the  
4 Columbus office, Columbus OFCCP office.

5 We are one of the offices that sort of  
6 grow our own there. Joyce Morgan, who was the director,  
7 recently was promoted to the regional office and she is now  
8 the deputy regional director. She started with OFCCP many,  
9 many years ago as a GS4.

10 Myself, I started many years ago with  
11 OFCCP as a GS4. I have three compliance officers, black  
12 women that started in the clerical ranks and are now senior  
13 compliance officers. So we do, in fact, practice what we  
14 preach.

15 MS. ORTEGA: Do you have Latinos there  
16 also?

17 MS. BARSTOW: Yes, yes, yes, we do. We  
18 had -- unfortunately, we had an agent, but he got homesick,  
19 he came there right out of college and he got homesick and  
20 he moved back home. We have a disabled special veteran, so  
21 we have a very, very, diverse office.

22 MS. RAMOS: Well, good. Well, thank  
23 you very much.

24 MS. RAMOS: Our next speaker is Mike  
25 O'Hara, he's Chief of Civilian personnel at Wright Patterson

1 with foreign governments on wages and conditions of  
2 employment for local national employees being utilized by  
3 the U.S. forces.

4 I'm happy to be here today, I am  
5 familiar with you, Ms. Ramos, I've talked with her very  
6 frequently, and in terms of the remarks that I have, perhaps  
7 the most useful approach would be for me to talk about what  
8 I consider to be a fairly standard evolutionary scheme or  
9 time line for the development and implementation of  
10 effective affirmative employment programs.

11 You see it's simply not an issue that's  
12 dealt with in a month or a year, with a single silver  
13 bullet, it is a work in progress, and from my standpoint it  
14 has been a work in progress that I've witnessed since the  
15 early 1970's at the point in time I came to work for the  
16 United States Air Force.

17 Generally speaking, and I think it's  
18 applicable to both the private and public sector, the first  
19 iteration of public employment is a result of fear. It's a  
20 result of fear of EEO complaints and/or litigation. And  
21 that fear generally emanates from the top, from the CEO or  
22 the commander, whatever the case may be.

23 And the reaction generally is to bring  
24 together a group of top level managers to come up with a  
25 plan to protect the company from the lions at the gate.

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1 Generally speaking, at that point in  
2 the development of affirmative action there is symbolic  
3 hiring, primarily symbolic hiring of African-American  
4 candidates.

5 Not in large numbers, and not into key  
6 positions, but some hiring to at least make a showing or  
7 establish an argument that the company or the entity is in  
8 support of affirmative action and has evidence to prove it.

9 Generally speaking, the second step  
10 when the immediate crises is over is to hire an affirmative  
11 action officer, generally an individual who is known in the  
12 community, and who reflects the largest constituents group  
13 in terms of the minority population in the community,  
14 someone who may have been a Reverend or preacher or may have  
15 worked in the school board system, and that individual is  
16 vested as the authority and the individual's response to  
17 keep the lions away from the gate.

18 He or she is generally very adept at  
19 public relations, is generally very adept at public  
20 speaking, and is generally very adept at balancing the  
21 pressures they are receiving from management versus the  
22 community.

23 But unfortunately there is little  
24 investment at that point in time in terms of support staff  
25 or the management systems necessary, in my opinion, to allow

1 officer to the actual boardroom, and cascading that down to  
2 senior management and supervisors for responsibility  
3 relative to affirmative action progress, and what I'm  
4 talking about is what the gentle ladies from the Department  
5 of Labor mentioned specifically, and I totally endorse it,  
6 that is the establishment of objective standards and  
7 performance plans that focus on a need to provide tangible  
8 evidence of support in support of affirmative action.

9 At the same time there must be a  
10 physical commitment to affirmative action. Affirmative  
11 action like marketing, like engineering, like transportation  
12 and logistics should be part of the business plan, because  
13 it is good business. It's good business for a variety of  
14 reasons, two of which I'll touch on.

15 No. 1, the gentle person from the  
16 Chamber of Commerce commented on the unemployment rate in  
17 Montgomery County of being at or below four percent,  
18 dependent upon which area you go to and count, and as a  
19 matter of fact is the largest constituent group in terms of  
20 growth in the labor force, are those people whom we used to  
21 call protective group members.

22 It makes good business sense, it will  
23 make better business sense in the new millenium to have  
24 better developed and prepared minorities in our work force,  
25 prepared is the operative phrase.

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1 for affirmative action to succeed.

2 Following that iteration there is  
3 generally a requirement to develop a document, almost always  
4 called an affirmative action plan.

5 It's been my experience that the more  
6 lengthy the document the more dust that it develops and  
7 attracts.

8 That process of evolution may last  
9 anywhere from 3 to 10 years, again dependent upon the  
10 pressure from the community, the pressure from the employees  
11 who were hired to seed the ground for the affirmative action  
12 program, but eventually that iteration must too pass and  
13 there must be a follow on step.

14 The follow on step is basically to call  
15 all of the chief managers into one room and to chew them  
16 out, for lack of a better phrase, and to challenge them to  
17 get this program moving.

18 At that point, more often than not the  
19 HR Director becomes the action officer. And he or she  
20 sub-assumes the affirmative employment expert under his or  
21 her wing.

22 Progress is made at that stage if the  
23 HR Chief and if his or her staff has an emotional commitment  
24 to affirmative action. But until there is movement away  
25 from the HR Department and away from the affirmative action

1 But it does cost money. And generally  
2 when management is about to become very serious about  
3 affirmative action they do invest money in it. And when I  
4 say they invest money in it, they dedicate funding to the HR  
5 Department to do what I call targeted recruiting to develop  
6 representative applicant pools, that is key.

7 We at Wright Patterson, when we were  
8 recruiting, God knows I hope the day comes before I retire  
9 that we recruit again, devoted a considerable amount of  
10 money to sending teams, not just of our HR staff, but also  
11 of our senior managers all the way up to general officer  
12 equivalents, to historically minority universities.

13 We used Florida A&M extensively, we  
14 used Southern University extensively, we used Tennessee Tech  
15 extensively, to recruit engineering candidates.

16 We even -- I wasn't here, I missed the  
17 trip, sent contingents on a regular basis to the University  
18 of Puerto Rico. That cost money, it cost time, it cost  
19 commitment.

20 And again I agree with the person from  
21 the Department of Labor that commitment must yield fruit at  
22 the entry level in fairly large numbers, because you will  
23 lose some.

24 Now, at the same time, as an  
25 affirmative employment program further matures, there must

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1 continue to be, in my opinion, senior management oversight,  
2 regular review of the data.

3           What data? Data that reflects not only  
4 the presence of minority candidates and employees in your  
5 work force, the presence and recruiting pools, but also in  
6 the way they are being managed, their rates of discipline,  
7 versus the majority, their opportunities for training,  
8 versus the majority, organizational trends relative to EEO  
9 complaints, are there specific issues that appear to be or  
10 might be endemic to a specific organization, appraisals,  
11 which in our system are key, absolutely key to promotion and  
12 retention and downsizing.

13           Those data points must be reviewed on a  
14 regular basis by senior management and corrective action  
15 must be taken if the trends are adverse.

16           The next step in what I call a matured  
17 affirmative employment program focuses on training and  
18 community outreach. There are definitive cultural  
19 differences between whites and African-Americans and  
20 Hispanics, and Native-Americans, definitive cultural  
21 differences. I argue more similarities than differences,  
22 but there are differences.

23           And every manager and every supervisor  
24 and indeed every employee should have at least a snap shot  
25 of those differences to appreciate where people are coming

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1 department which reports to me, are available, they are out  
2 there even in a labor market with a four percent or less  
3 unemployment rate.

4           Currently we have about 150 people in  
5 HR, approximately 78 percent are female, I'm a minority in  
6 our HR department, and around 25 to 27 percent are  
7 minorities within or without the context of that female  
8 percentage.

9           These are individuals who are  
10 committed first to the mission of the Air Force, second to  
11 the prosperity of Wright Patterson, and third to affirmative  
12 action.

13           Now, let me close my comments by this  
14 statement, I have seen affirmative action perhaps, which I  
15 would call quota driven programs, they have not been as  
16 effective or as well accepted by either members of protected  
17 groups or by the majority, as-is a program which talks the  
18 talk and walks the walk, and find ways to identify highly  
19 qualified candidates of all races and both genders that is  
20 reflected of the community it operates in.

21           One last point, community outreach, we  
22 have a variety of community outreach committees, one of  
23 which Grace Ramos is on and we openly share our victories,  
24 our defeats, our sanctity and our sense with that committee,  
25 relative to data rates of discipline, rates of promotions,

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1 from when they feel as though they have been aggrieved, when  
2 they feel as though they haven't been treated fairly, when  
3 they feel as though they have been slighted by a comment, by  
4 a gesture, that type of training is absolutely necessary to  
5 bring an affirmative employment program from the teenage  
6 years to adulthood. Absolutely necessary.

7           At Wright Patterson we are not perfect,  
8 we know that we have challenges, we are not ashamed of what  
9 we've done in the past. We have a solid representation in  
10 terms of representation in our work force, both of  
11 African-Americans and of individuals of Hispanic origin, we  
12 track that data regularly.

13           We have a solid representation, the key  
14 reason as of our core business and that is the professional  
15 and the administrative career areas.

16           But at the same time we have pockets of  
17 resistance, and I guess I would say I'm proud to tell you I  
18 know where they are. And in many cases I know who they  
19 are.

20           There is one last thing that I think  
21 is extremely important, if you as a manager or CEO want to  
22 have a credible affirmative employment program and that is  
23 your HR Department, I think it is absolutely imperative that  
24 it reflect the demographics of the community that you live  
25 in. The type people that we need in our HR Department, that

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1 appraisals, et cetera, and we share that with them in hopes  
2 that they will carry the message back to the community that  
3 we are neither saints, nor are we sinners, but we're  
4 trying.

5           And also to ensure that the word is out  
6 in the community, which is based on fact as opposed to  
7 rumor. And finally that they are able to bring issues that  
8 they have been contacted over concerns from the community to  
9 us.

10           That's been my experience with  
11 affirmative action. I've been at each of those stages. On  
12 the 31st of July I'm under five years to retirement, I hope  
13 that we can improve on what we've done, I will try, I will  
14 give it my best effort, I won't quit until my last day and  
15 I'm sure we can make improvements, but this is my view of  
16 where some of you are, some of you have been and hopefully  
17 where some of you are headed in the area of affirmative  
18 employment.

19           MS. RAMOS: Would you like to explain  
20 to them that community outreach, how you analyze your work  
21 as your reductions, because Wright Patterson has been hit  
22 with a tremendous amount of reduction and one of the  
23 concerns of the community and people is that minorities  
24 might be adversely affected, if you would like to explain a  
25 little bit about that.

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1 MR. O'HARA: Sure. That's a good  
2 point. One of the issues brought to us by the community as  
3 a result of downsizing, and as a consequence we have done  
4 some data analysis in that regard, but we focused our  
5 attention on the analysis of management decisions on  
6 minority versus protected groups and majority as the -- as a  
7 result of their community outreach groups.

8 Plus we found some areas of disparity  
9 and we made immediate course corrections, and the objection  
10 basically was that even though we reduced our work force by  
11 41 hundred employees over the last four and a half years, we  
12 have managed to maintain basically the same percentage of  
13 minorities as a majority in our work force, even though we  
14 downsized.

15 And some of the questions asked by that  
16 community outreach group challenged us to go back and look  
17 at some decisions that had been made and we made some mid  
18 course changes and we reported that final analysis to the  
19 outreach committee.

20 MS. RAMOS: Any questions?  
21 MR. ROGERS: Do you have any data  
22 percentage wise as to high grade women in the overall work  
23 force?

24 MR. O'HARA: I will tell you this and  
25 high grades I define as GS-13 and above. I did not bring

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1 minority employees registering not only in terms of their  
2 credentials, their pedigree in terms of their education, but  
3 their performance recognition and their performance ratings,  
4 particularly at the high grade levels equal or exceeded that  
5 of their comparable white counterparts.

6 We could not run Wright Patterson  
7 without the contributions of our minority scientists and  
8 engineers, that is part of our core mission, which is the  
9 success of aircraft and new technologies for the 21st  
10 century.

11 Those candidates are out there, they  
12 are there, but again the comments from the representative  
13 from the Department of Labor are very, very important, and  
14 that is you must develop your candidate pool at the entry  
15 level and you must hire more individuals, arguably you're  
16 going to need in the end, because you will lose some, and  
17 virtually every single one of our senior minority leaders  
18 came to work for the Department of Defense at grades GS-9 or  
19 below.

20 We do employ a number of professors  
21 from various universities on which is called an IPA  
22 agreement, but as far as organic work force is concerned we  
23 promote from within, and the success we've had may be  
24 predicated on the physical and moral commitment to the  
25 development of representative applicant pools at the entry

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1 the data as it relates to high grade females with me today,  
2 but I can tell you that the greatest group or the group with  
3 the largest percent representation is white females.

4 We do very well, we've done very well  
5 in the area of African-American male and female, and in the  
6 Hispanic area, have a small number of American Indians, and  
7 but we do have a challenge in that area.

8 We have increased our number of female  
9 high grades over the last four and a half years, the good  
10 news is our demographics reflect an aging work force  
11 primarily involving people like me.

12 And over the last four and a half years  
13 a number of white males have left the work force, be it  
14 incentives and retirement and the share of promotions to the  
15 female constituency has been greater than their  
16 representation over the last four and a half years.

17 But when you compare it to what our  
18 target is we're not there yet, I'm being frank with you.

19 MR. ROGERS: When you compare  
20 scientific high grades with female and minority and  
21 non-minorities is the education level the same?

22 MR. O'HARA: Absolutely, absolutely.  
23 There are no prisoners when it comes to a substitute for  
24 education, and you can take no prisoners.

25 Our minority candidates are sterling, our

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1 level in hiring those folks.

2 MS. RAMOS: Mary, you have a question?

3 MS. JURKIEWICZ: You had indicated  
4 that a mature affirmative action plan within a company, they  
5 also vest a certain amount of money?

6 MR. O'HARA: Yes.

7 MS. JURKIEWICZ: What is the  
8 percentage of money do they usually have?

9 MR. O'HARA: I can't give you a  
10 percentage, but I can tell you that when we were engaged in  
11 minority recruiting we had a budget of about \$50,000 a year  
12 minimum to send recruitment teams throughout the country  
13 seeking the kind of people that we were looking for,  
14 primarily scientific engineering and business types.

15 We also maintain a staff in support of  
16 the affirmative action program, either full-time or  
17 part-time, which would equate to about 20 PE's, that's  
18 personnel equivalent.

19 Keep in mind we're dealing with a work  
20 force of about 18,000 at that time. So it was -- it is a  
21 considerable investment particularly -- particularly  
22 important when a company is on the incline, as opposed to  
23 the decline now, or the best of times.

24 Chairman Greenspan testified yesterday  
25 that in his 50 years of experience on Wall Street and in the



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1 financial world he had never seen an economy like this.  
2 I will be 50 on the 30th of July, I  
3 have a very good memory, I remember watching the 1952  
4 convention that nominated Adlai Stevenson and I follow  
5 economics and politics very closely and by George I have  
6 never seen anything like this. Now, is the time to front  
7 load minority employees into your work force.

8 Now is the time, the chemistry is  
9 right, the candidates are there if you ferret them out and  
10 find them, and the business base is strong. Now is the  
11 time, this is an unusual window of opportunity.

12 MS. RAMOS: You say you're not  
13 recruiting, or you're doing very little recruiting at Wright  
14 Pat, I know when they started the recruitment of Hispanics  
15 in Puerto Rico, one of the things I thought was a good idea,  
16 maybe you can speak to that you, not only did you send a  
17 team, but I believe you sent people that were actually  
18 working in that field and you have retirant authority, I  
19 believe.

20 MR. O'HARA: We did. I think it's very  
21 important that the personnel department not be the sum  
22 representative of management.

23 I don't know how the avionics system on  
24 an F-227 operates. I don't know how a C-117's rear door  
25 that allows for cargo being dropped operates and so on, I

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1 or fifth is that old money issue, it's not at the top of  
2 their list.

3 So this group of young people has  
4 changed a great deal and they are more flexible, they don't  
5 want employment for life necessarily, they want to pick and  
6 choose and move about to different assignments.

7 MR. ESPRIT: You mentioned symbolic  
8 hiring, to your knowledge, has anything been done about  
9 that? I mean I imagine that was for Wright Pat, but

10 MR. O'HARA: I can only answer that  
11 question based on where I was when it happened. And I'm  
12 sure it still goes on today in some quarters, but precisely  
13 where I can't say.

14 This was back in the mid 70's at the  
15 time I was assigned to Beglen Air Force Base in Florida and  
16 they engaged in symbolic hiring, that simply does not do it,  
17 preventive or damage control, affirmative employment is not  
18 effective, it has to be systematic, it has to be long term  
19 and has to be a capital and personal investment with it, and  
20 with that it can work, it will work and you will have a  
21 stronger business base, you will have a more local work  
22 force, you will have a work force on both sides minority and  
23 majority that view you as a fairer American, and I think  
24 it's very, very, important.

25 And last but not least, I believe there

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1 don't know the fuel hydraulics and how that's engineered,  
2 these kids are turned on by that.

3 We're dealing with a new generation,  
4 not openly in terms of age, but their views and what's  
5 important to them, so we invested the money to send two or  
6 three engineering or scientists with our recruiter to the  
7 University of Puerto Rico, to the university I mentioned, to  
8 be able to sell Wright Patterson and explain the mission  
9 that these young people might be accorded.

10 Years ago when I was recruited my  
11 first priority was money. My second priority was money.  
12 And my third priority was money.

13 And career opportunity, advancement,  
14 opportunity to travel overseas, for instance, the young  
15 people that we have recruited in small numbers, lately their  
16 main focus is what am I going to be doing? What can you  
17 offer me in terms of cutting edge technology, where I can  
18 apply the skills and knowledges that I have gained over four  
19 or five years of college? What can you offer me in terms of  
20 a job assignment?

21 I don't want to be on bench doing  
22 Cad-Cam design, I want to be in the guts of this thing,  
23 that's the first priority.

24 The second priority is how much leave  
25 do I get? They are interested in leisure time. And fourth

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1 are definite social implications in not engaging in strong  
2 affirmative employment programs, which undermines the  
3 foundation of this country.

4 MS. PRESLEY: My question is around  
5 the downsizing, are you downsizing as far as contractors or  
6 citizens?

7 MR. O'HARA: In answer to your  
8 question we are downsizing primarily as it relates to  
9 federal employees. The contractor work force at Wright  
10 Patterson has been fairly stable over the last four and a  
11 half years, and I have to anticipate that the contracting  
12 work force will at least remain stable and perhaps grow a  
13 little as we engage in studies on outsourcing and  
14 privatization.

15 There are a number of studies that are  
16 currently planned between now and the year 03, which will  
17 allow corporations to compete for non core workload at  
18 Wright Patterson Air Force Base. So I think the contract  
19 work force will remain stable or grow a little.

20 MS. RAMOS: Do we have any other  
21 questions? If not we would like to thank you, and thank you  
22 for participating in our affirmative action paper we put  
23 together that's kept out there for anybody that would like  
24 them, that is the last study we did, a few members are new  
25 and weren't involved in that.

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1 MR. O'HARA: Thanks again.  
 2 MS. RAMOS: We're going to take a  
 3 short break. We'll make it five minutes instead of longer  
 4 so we can reconvene.  
 5 (Brief recess taken.)  
 6 MS. RAMOS: We would like to welcome  
 7 our next speaker, Leon Walker, Personnel Director of  
 8 Montgomery County. Welcome.  
 9 MR. WALKER: Thank you, good morning,  
 10 it's a pleasure to be present this morning to share with you  
 11 a few comments about Montgomery County's employment  
 12 opportunities.  
 13 By the time I conclude I would have  
 14 earned my 77 cents, and move on. I think I'll begin by  
 15 qualifying the name Montgomery County.  
 16 As personnel director I represent the  
 17 Board of County Commissioners only. I do, however,  
 18 provide assistance to other elected officials upon request,  
 19 I think there's a bit of specificity necessary, because  
 20 there are a number of elected officials, judges and agencies  
 21 bearing the name Montgomery County, but are actually  
 22 autonomous of the county commissioners and I do that because  
 23 I get blamed quite a lot for things I have no idea about.  
 24 The Board of County Commissioners  
 25 operates seven departments, Department of Human Services,

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1 department distributing job announcements for more than  
 2 seven locations in Dayton and every elected official and  
 3 department within the county structure.  
 4 That count, that total used to be as  
 5 many as 2700 locations that we posted our job positions.  
 6 Positions are available at any given time in the county,  
 7 including management positions such as operations manager,  
 8 architects, income maintenance administrators, service  
 9 center director, risk managers, animal shelter directors,  
 10 water superintendents, property managers, directors of  
 11 nursing, benefits managers, human service directors,  
 12 environmental lab managers, and engineers on several levels.  
 13 Professional positions include  
 14 accountancy at several levels, camp director, customer  
 15 relations and information manager, environmental lab  
 16 chemists, infection control coordinators, housing  
 17 development planners, human resource consultant, budget  
 18 analysts, employee benefits specialists, management  
 19 analysts, nurse supervisors, social worker, registered  
 20 nurse, and safety workers.  
 21 And you must remember that these are  
 22 just a few of the 200 position titles that we have in  
 23 Montgomery County.  
 24 As I stated earlier the county  
 25 employs some 14 hundred citizens, 60 percent of the work

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1 Sanitary Engineering, Department of Public Works,  
 2 Department of Administrative Services of the office of  
 3 Management and Budget, the Stillwater Center and the  
 4 Community and Economic Development Department.  
 5 Within this structure there are a  
 6 number of programs employing some 14 hundred employees and  
 7 providing career opportunities under more than 200 titled  
 8 positions ranging from laborer to county administrator.  
 9 Wages are very compatible with market  
 10 standards. Educational requirements for these various  
 11 positions range from high school diploma to graduate  
 12 degrees, and there's a number of employees in the county who  
 13 have post graduate credentials.  
 14 In the late 1970's the county  
 15 commissioners directed staff to analyze all Board of  
 16 Commission jobs to accurately ascertain skill and  
 17 educational requirements to perform the position, or  
 18 functions of each position.  
 19 Further establish directed to remove  
 20 any and all unnecessary qualifications and artificial  
 21 barriers and to develop and implement monitoring mechanisms  
 22 throughout the hiring process to ensure that every single  
 23 applicant received fair and equitable consideration for  
 24 employment.  
 25 This process begins by the personnel

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1 force is female, 40 percent is male.  
 2 38 percent of this work force is  
 3 minority, and of that 38 percent, 71 percent are female and  
 4 29 percent are minority males.  
 5 As a percent of the total employee  
 6 population, minority females represent 27 percent, and males  
 7 11 percent.  
 8 Over the last five years females and  
 9 minorities have occupied positions such as county  
 10 commissioner, director of management and budget assistant,  
 11 county administrator, director of community human service,  
 12 social security and presently county administrator.  
 13 Opportunities in Montgomery County are  
 14 augmented by organizational development and training  
 15 programs and tuition reimbursement program for use by  
 16 employees wishing to prepare for promotional advancement.  
 17 The educational opportunities in the  
 18 county are very important, we contend all employees, but  
 19 particularly minority and females, education is the vehicle  
 20 to move us into more responsible and rewarding positions.  
 21 All employees have the opportunity to  
 22 develop themselves in traditional, as well as  
 23 non-traditional positions, and we are pleased that our job  
 24 placement reflects that diversity.  
 25 We are not imperfect in our attempt to

1 remove all barriers, attitudes and sometimes, unkind acts,  
2 but employees who feel the need may address their concerns  
3 through a grievance procedure, an EEO grievance procedure or  
4 file charges with external resources, these avenues are  
5 stressed to all employees.

6 However we've had more success sitting  
7 with parties who feel damaged and trying to negotiate or  
8 mediate the problems and work them out, and we have had much  
9 success and prevented any number of formal complaints by  
10 that process.

11 Board of County Commissioner employees  
12 receive first consideration for all promotional  
13 opportunities. Qualifications are competitive, the  
14 employee may be promoted, appointed or proceed through the  
15 selection process.

16 This process may include practical  
17 skill testing, assessment exercises or an assessment center.  
18 If no satisfactory internal candidate is found the position  
19 is then opened to the public.

20 Recently we noticed that our public  
21 postings does not create the excitement as in the past and  
22 due to new technologies and entrepreneurial opportunities  
23 potential employees have a wide variety of employment  
24 choices, and we find ourselves in an intensely competitive  
25 recruitment situation competing with other public employers

1 MR. WALKER: The Stillwater Center is a  
2 hospital setting for severely handicapped individuals. And  
3 it included in that title the county home which sometimes  
4 had indigent homeless types, but has sort of progressed a  
5 little bit beyond that now.

6 MS. JURKIEWICZ: Does the  
7 transportation system go under you too?

8 MR. WALKER: No.

9 MS. JURKIEWICZ: Okay.

10 MR. WALKER: When you say  
11 transportation system, would you please explain.

12 MS. JURKIEWICZ: The public  
13 transportation system.

14 MR. WALKER: No.

15 MS. MITCHELL: Two quick questions.

16 Does Montgomery County Commissioners make up the larger part  
17 of the county government employment?

18 MR. WALKER: No. There are  
19 approximately 4,000 county employees, only 14 hundred of  
20 them are the responsibility of the Board of County  
21 Commissioners.

22 MS. MITCHELL: That's what I'm saying,  
23 are they the single largest or is there another county  
24 office larger?

25 MR. WALKER: No. They are the single

1 and the private sector.

2 Montgomery County continues to look for  
3 opportunities to become more efficient and provide all  
4 employees the chance to advance and diversity is certainly  
5 in the thick of that effort.

6 If anyone desires more information  
7 about Montgomery County or employment opportunities, feel  
8 free to contact the Personnel Department on the 7th floor of  
9 the County Administration Building, 451 West Third Street.  
10 If there are any questions I'll address them now.

11 MS. RAMOS: I have two questions. When  
12 you work for the County do you have to live in Montgomery  
13 County?

14 MR. WALKER: No, you do not, there are  
15 no residential requirements.

16 MS. RAMOS: Secondly, we find as you  
17 get into the county/city level sometimes you have  
18 classified, some political type positions, does that impact  
19 very much on the county personnel?

20 MR. WALKER: No, it does not, not with  
21 the Board of County Commissioners. You have to understand  
22 there are a number of elected offices, I cannot address  
23 what they do for the Board of County Commissioners, no.

24 MS. JURKIEWICZ: What is the Stillwater  
25 Center?

1 largest, yes.

2 MS. MITCHELL: They are the single  
3 largest.

4 MR. WALKER: Yes.

5 MS. MITCHELL: And then I didn't hear  
6 what your statistics look like in your officials and  
7 managers category from the areas under the county  
8 commissioners?

9 MR. WALKER: Officials and  
10 administrators would have minorities eight percent, minority  
11 males eight percent, females are eight percent for a total  
12 of 16. Professionals we have a total of 33 percent.

13 MS. MITCHELL: What challenges are you  
14 finding in increasing your numbers, the eight percent  
15 number?

16 MR. WALKER: We are having from a  
17 personal standpoint difficulty acquiring and retaining  
18 minority males, we have always been low.

19 And when successful recruiting minority  
20 males it seems that other opportunities have taken them  
21 rather quickly. I've had that difficulty in the human  
22 resources department.

23 I don't know exactly how to address it,  
24 I was talking to one of your commissioners earlier,  
25 expressing my wish that this body or some body would try to

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1 bring the public school system and business together to  
2 address the educational situation.

3 I think the educational situation we  
4 are currently experiencing will only worsen the shortage of  
5 minority males in the future, while things are going quite  
6 well economically I think there will be a dire impact soon  
7 if we don't do something educationally.

8 MS. MITCHELL: Do you have a  
9 commission on African-American males here?

10 MR. WALKER: No, I do not.

11 MR. SAVREN: You mentioned losing  
12 African-American males to other employers, are these in the  
13 public sector or private sector?

14 MR. WALKER: Private sector.

15 MR. SAVREN: It's interesting because  
16 one of our concerns was an apparent disparity between the  
17 representation of minorities in the public sector and  
18 private sector in Montgomery County, which seems to show in  
19 general, at least the options that the government it seems  
20 to be a more conducive place for minority employment in the  
21 private sector, but you're essentially saying it relates to  
22 your departments and the African-American males that you  
23 employ it's the reverse.

24 MR. WALKER: Well, I think I mentioned  
25 the competition we're experiencing and as we provide

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1 about the City of Dayton's organization. I'll give you a  
2 little feel for the demographics on the jobs we have within  
3 the City of Dayton, review specifically some statistics in  
4 three categories, service and maintenance, administrative  
5 support and progressive service.

6 I'd like talk a little bit about how to  
7 apply for positions with the City of Dayton, what our system  
8 and structure is like, review a couple of employment  
9 opportunities that we currently have, speak to the  
10 internship programs that we've been involved in, and as time  
11 would permit have a few words about our shift to the high  
12 performance organization, which we're calling the Dayton  
13 Performance Initiative.

14 Those affiliated with the social  
15 sector may be familiar, it's based on the University of  
16 Virginia high performance module, talk to you about charter  
17 change and summarize with the taking of any questions that  
18 you may have about the city organization.

19 We would -- I would like to begin by  
20 talking to you about the organization and we run  
21 everything, a lot of businesses from airports to water  
22 departments, and lots in between.

23 We have the standard array of  
24 government services, such as police and fire, street  
25 maintenance, waste collection, we have a convention center

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1 opportunity for minority males and they gain experience and  
2 knowledge, they become a ready market for the private  
3 sector.

4 MS. RAMOS: Any other questions? If  
5 not, thank you for joining us this morning and that was very  
6 interesting.

7 MR. WALKER: Thank you.

8 MS. RAMOS: Our next witness is Tom  
9 Payne with the City of Dayton's Director of Human  
10 Resources. Welcome.

11 MR. PAYNE: Thank you very much. I  
12 would like to welcome those who are not from Dayton to  
13 Dayton, Ohio and first of all at the start the weather is  
14 under the control of Montgomery County, not the city.

15 MS. RAMOS: I heard it was kind of bad  
16 out there.

17 MR. PAYNE: Yes.

18 MS. RAMOS: Mayor Turner was here this  
19 morning, he said it was one of the most livable or loveable?

20 MR. PAYNE: We received some good news  
21 from Money Magazine yesterday when they announced Dayton was  
22 the seventh ranked city, I announced we were happy to see  
23 that.

24 I am happy to be here this morning,  
25 what I would like to do is spend some time talking to you

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1 right across the street from us today.

2 And economic development and then is  
3 the staff of support, the function such as human resources,  
4 law and finance.

5 I'd like to point out that the 16  
6 departments that we've indicated on the chart there are  
7 those that report to the city manager, and the city manager  
8 is important because we have a city manager form of  
9 government.

10 And ours is considered to be a strong  
11 manager system of government. The city manager form is  
12 unusual in Dayton in that we split employment functions  
13 between human resources reporting to the city manager and  
14 the civil service board, which reports directly to the city  
15 commissioner and those folks are appointed by the City  
16 Commission and the Board members can be appointed or removed  
17 by the City Commission.

18 That's important because you need to  
19 keep in mind that in our entire employment structure, about  
20 90 percent of the employment and hiring is done by civil  
21 service, we in human resources handle about 10 percent of  
22 the employment.

23 I will be talking to you about charter  
24 change initiatives that we are proposing and will be working  
25 on later this year. We have currently just under 28

1 hundred regular employees in the City of Dayton, most of  
2 those employees work in the service and maintenance areas,  
3 and in the skilled crafts area.

4 953 of those 415 are administrative  
5 support, 85 officials and administrators, 464 professional  
6 and technicians, and in our protective service working  
7 category we have 871 employees.

8 As far as the breakdown for EEO  
9 purposes within the service and maintenance skill category  
10 currently we have 46 percent minority employees, and 12  
11 percent female and within the administrative support area,  
12 40 percent minority and 91 percent female.

13 In the officials and administrators  
14 category 32 percent are minority and 24 percent female. We  
15 have had a plan that we have been working on for a number of  
16 years and we continue to look at those numbers and seek to  
17 diversify the entire work force.

18 As I will be mentioning later, our  
19 biggest challenge appears to be in the police and fire  
20 departments.

21 Within the professional and technical  
22 category we have 464 employees, 42 percent are minority, 32  
23 percent are female. And in protective services 871, 11  
24 percent being minority and 8 percent female.

25 Our situation within the Dayton Police

1 Department, for example, is 11 percent minority and 13  
2 percent female.

3 That's important because we have  
4 considered that to be both in the police department and fire  
5 department our biggest challenge, and with that in mind we  
6 have established a relationship with Coleman and Associates  
7 from Dallas, Texas.

8 And Mr. Coleman, who has prior  
9 experience in the testing phase for uniformed police and  
10 fire positions within the City of Dayton will be making  
11 recommendations, and those will be made and announced at a  
12 future City Commission meeting, which will be coming up  
13 within the next month or so.

14 What those recommendations will do will  
15 be to outline a program for improved recruitment effort and  
16 financial support for minority recruiting and  
17 diversification within both the police and fire departments.

18 How does one get a job at the City of  
19 Dayton? Well, as I mentioned most of the positions come  
20 through the civil service office, they are responsible for  
21 testing what we refer to in the city charter as the  
22 classified competitive service part of the civil service,  
23 and those positions are posted for a period of seven weeks,  
24 I should say for a two week period on a seven week cycle.  
25 The classified non-competitive positions for which human

1 resources posts those positions for a period of up to 30  
2 days.

3 Applications and resumes are accepted  
4 while positions are posted some of the current jobs that we  
5 have available right now would include environmental  
6 scientists in the water department, with a salary range that  
7 goes from 37,8 to \$49,000, and that will continue to be  
8 posted through a period of July 6th.

9 We also have a position in the law  
10 department, which is an unclassified position and director  
11 level, and that position requires a person to be a member of  
12 the Ohio Bar Association, and we're currently recruiting for  
13 that one, expect to fill that position sometime within the  
14 — in the next two month period, hopefully.

15 We have used an outside consultant on  
16 that law director position and have retained the services of  
17 Joshua Kim in Cleveland, Ohio, and have asked for applicants  
18 to apply through Mr. Murray of Joshua Kim, Incorporated.

19 How does one apply for positions with  
20 the City of Dayton? There are a number of ways, we have a  
21 job line you can call in, 223-4216, to learn about current  
22 job positions within the City. Or you can send your resume  
23 or complete an application at the civil service office,  
24 which is located at 120 West Second Street, Suite 710 in  
25 Dayton.

1 I would like to now turn my attention  
2 to some scholarship situations we have had at the City of  
3 Dayton.

4 Currently we operate an activity based  
5 internship program within our Department of Water. The  
6 purpose is to enhance employment and career development of  
7 African-American students.

8 The Department of Water began the  
9 program just recently, and they are looking for students  
10 that can be filled by individuals who are centered in intern  
11 positions who live within the City of Dayton.

12 The question was asked earlier about  
13 residency, we do at the City of Dayton have a residency  
14 requirement, I mean all employees must be residents at the  
15 time of appointment with the city.

16 We're looking for background in the  
17 area of environmental studies, engineering, water or waste  
18 water processes or technical areas such as surveying or  
19 computer science.

20 Individuals can apply for those  
21 positions by contacting the water department, and they are  
22 located at 320 West Monument Avenue, Dayton, Ohio 45502,  
23 937-443-3728.

24 We have also had for six years a  
25 McIntosh Scholar Program in cooperation with the Dayton

1 Board of Education and the University of Dayton, and that is  
2 a four year scholarship that is granted to an  
3 African-American individual to pursue their course of  
4 studies at the University of Dayton.

5 At this point I would -- if time would  
6 permit, I can go into the high performance organization and  
7 the changes that are being made there and perhaps discuss a  
8 little bit of the charter changes that are being pursued,  
9 but that will be at your pleasure.

10 MS. RAMOS: Proceed.

11 MR. PAYNE: The City of Dayton is  
12 basically seeking to change to a higher performing type of  
13 organization based upon the need to improve performance and  
14 the need to be customer driven.

15 And basically the notion is to take  
16 what we do and analyze it very carefully with an effort to  
17 improve both in terms of effectiveness, that is what we do,  
18 and efficiency, how well we do it.

19 And it's based upon the University of  
20 Virginia high performance module I mentioned earlier and  
21 there's been a lot going on within the city department for  
22 the last year and a half to making strides towards changing  
23 the corporate culture of the city organization.

24 Also I would mention, because it's  
25 getting quite a bit of publicity in the local papers, that

1 there is going to be a requested charter review that's  
2 currently under way to take a look at the human resources  
3 and civil service implications of our City Charter.

4 And take a look at how we do staffing,  
5 what type of initiatives can and should be done, how  
6 recruitment is done, and whether it should be combined,  
7 whether it should be placed under the jurisdiction of the  
8 city manager.

9 And currently there are a lot of  
10 different attitudes and ideas about that, we work in an  
11 organization where 2,000 of our 3,000 -- roughly 3,000  
12 employees totally are represented by organized labor and we  
13 have some very strong police, fire and Dayton public service  
14 union employees in Dayton.

15 The unions have very strong allegiance  
16 to the current civil service system, and it will be  
17 interesting to see how these changes are discussed and  
18 debated in the upcoming weeks.

19 Overall, I think it's in summary the  
20 City of Dayton is very much interested in making certain  
21 that the city organization as a whole reflects the diversity  
22 of the community that we work in and for and serve.

23 We have had systems and structures in  
24 place for a long time to ensure that we pay attention to  
25 that year in and year out.

1 That doesn't mean that we feel as  
2 though we are satisfied, we have a lot of work to do,  
3 especially in the public service area.

4 I would also echo the comments that Mr.  
5 Walker had before me, the predictions made in the Hudson  
6 Institute Work Place 2,000 statement that we would be in  
7 competition for people has come true, that we find ourselves  
8 very much in competition for folks who are -- who have the  
9 skills that's we feel that we need, and I might also mention  
10 as we move into the next century, the dynamics of the work  
11 place and the skill needs are changing probably quicker in  
12 the work place than educational institutions can keep pace  
13 with, and that's a constant challenge for employers.

14 With that I will entertain questions.

15 MS. RAMOS: Is there any thought with  
16 the work force availability to eliminating the residency  
17 rule?

18 MR. PAYNE: That's a very interesting  
19 point, that was -- the residency has been in place for about  
20 20 years currently, if you look at the history of Dayton,  
21 going all the way back to when we became a charter city, we  
22 have been in and out of residency requirements on about a 20  
23 to 30 year basis, the life of this most recent change is  
24 going on 20 years.

25 I don't believe that there's any

1 interest in terms of the city political leadership or  
2 administrative leadership in making a change at this time.  
3 It's considered to be -- considered to have been very  
4 successful in helping to retain the economic stability  
5 within the city itself.

6 And I don't know that that situation  
7 has changed.

8 MS. RAMOS: Any other questions?

9 MS. RODEMEYER: I don't quite  
10 understand what you mean by a charter change to put these  
11 together, that it would help diversity.

12 For example, in your civil service  
13 don't you meet EEOC standards?

14 MR. PAYNE: Yes, we do.

15 MS. RODEMEYER: You have competitive  
16 examinations and rankings?

17 MR. PAYNE: Yes, we do.

18 MS. RODEMEYER: That's considered not  
19 good, is that what you're saying, you want to do something  
20 else?

21 MR. PAYNE: No, I don't think -- I  
22 think what we're saying is that in combination may not be  
23 what occurs, I think what we're saying is that we want the  
24 opportunity to review the systems and structures for  
25 staffing that we've had in place since 1913 and say look --

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1 and say are we as state of the art as we would like to be.  
 2 Just as the revisions have been made in  
 3 the federal civil service system, throughout a number of  
 4 revisions, we would like to really make sure that the civil  
 5 service board, as we have it today, and the human resources  
 6 function are working together to maximize employment  
 7 opportunities across the board within the city.  
 8 MS. RODEMEYER: Well, I'm dying to see  
 9 the wording when you get it.  
 10 MR. PEREZ: I have two questions, first  
 11 one is with respect to your statistics. Do you have further  
 12 breakdown of what minority populations are included in your  
 13 minority figures?  
 14 MR. PAYNE: I don't have those with me  
 15 today, but we do have those available.  
 16 MR. PEREZ: It would be nice to have  
 17 them. The other question is with respect to the internship  
 18 program and the McIntosh scholarships, are those two  
 19 programs available only to African-American students?  
 20 MR. PAYNE: That's the way they were  
 21 structured and have not been changed since the inception of  
 22 the program.  
 23 MR. PEREZ: Who sets it up that way, do  
 24 you know?  
 25 MR. PAYNE: That was done at the time

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1 -- we've had several departmental changes, but it was at the  
 2 time it was the Department of Central Services on behalf of  
 3 the city manager along with the University.  
 4 MR. PEREZ: Thank you.  
 5 MR. PAYNE: Sure.  
 6 MS. MITCHELL: I have a question and a  
 7 comment. Do you have internships in your police and fire  
 8 departments?  
 9 MR. PAYNE: Currently we do not.  
 10 MS. MITCHELL: You don't have those?  
 11 MR. PAYNE: The only thing I offer --  
 12 MS. MITCHELL: I'm on the Civil Service  
 13 Commission in the city that I live in, we have some of the  
 14 same challenges in our police and fire departments, and  
 15 went through some charter changes that allowed us to broaden  
 16 our -- initially I think you had to select from the top  
 17 three candidates, and I know the State has also expanded its  
 18 civil service rules to allow to pick from the top seven, and  
 19 that allows six or seven and that allows with implementing  
 20 that change we were able to hire our first African-American  
 21 police officer in this particular area suburb that I live  
 22 in.  
 23 So I would offer that some of those  
 24 progressive changes do help in terms of providing  
 25 opportunities.

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1 We currently have a rule of one on both  
 2 entry level and promotion.  
 3 MS. RODEMEYER: You'll never make it  
 4 then.  
 5 MS. JURKIEWICZ: How many students do  
 6 you currently have in the water department internship  
 7 program?  
 8 MR. PAYNE: We have three.  
 9 MS. JURKIEWICZ: Three. Has any other  
 10 minority tried out for that internship?  
 11 MR. PAYNE: I'm not -- I don't know.  
 12 MS. JURKIEWICZ: What would happen if  
 13 another minority had applied for that internship?  
 14 MR. PAYNE: I don't know the answer to  
 15 that question. We would probably take a look at that very  
 16 carefully.  
 17 MS. JURKIEWICZ: Same thing with the  
 18 McIntosh Program?  
 19 MR. PAYNE: Sure, sure.  
 20 MS. RAMOS: Any other questions? If  
 21 not. Again, thank you for your presentation.  
 22 MR. PAYNE: Thank you.  
 23 MS. RAMOS: We're going to break for  
 24 lunch now. We are going to reconvene at 1:30.  
 25 (Thereupon a lunch recess was taken.)

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1 ---  
 2 Thursday Afternoon Session,  
 3 June 11, 1998.  
 4 ---  
 5 MS. RAMOS: Mr. Mark Kingseed, Human  
 6 Resource Law Vice President for NCR.  
 7 MR. KINGSEED: Thank you very much.  
 8 Actually my title is the Head of Labor Relations at NCR.  
 9 Richard Evans was the Senior Vice President of Human  
 10 Resources was going to be here, he announced on Monday that  
 11 he's leaving the company, so not related to this meeting, I  
 12 assure you.  
 13 MS. RAMOS: We're a very friendly  
 14 group.  
 15 MR. KINGSEED: Rich asked me to come  
 16 and talk and I'm pleased and surprised to be here today.  
 17 MS. RAMOS: We welcome NCR back in the  
 18 fold of Dayton.  
 19 MR. KINGSEED: We're happy about that  
 20 as well, it was an unhappy interim there. I want to take a  
 21 few minutes to talk generally about what NCR has been  
 22 through and what the general employment situation of NCR has  
 23 been over the last several years.  
 24 I think that's very important to  
 25 understand the more detailed context outreach efforts we'll

1 discuss.

2 NCR as many of you may know was one of  
3 the major employers in town, a very successful company  
4 through the 1970's, and 1990-1991 on the company has had  
5 some very, very difficult times.

6 We've struggled to be profitable and  
7 since 1991 NCR has lost about 20,000 jobs, half of those in  
8 the U.S., half of those overseas.

9 So the reason that's really important  
10 for the subject we're talking about today is that we have  
11 been in a prolonged downsizing situation. The hiring that  
12 NCR has been able to do has been spotty small numbers  
13 targeted to particular job categories.

14 And the bottom line really is from the  
15 standpoint of the numbers and percentages you have  
16 minorities working at the company, we're not satisfied with  
17 the status quo, we know we have work to do.

18 We simply have not been able because of  
19 economic conditions over the last seven or eight years to  
20 have sustained economic growth, we need to bring in  
21 significant numbers of new people, and we do have in place  
22 though — and that's what I want to talk about for a few  
23 minutes.

24 A lot of significant serious outreach  
25 effort, which is we think and are very confident that when

1 number of students who major in these areas, that we're  
2 going to be doing most of our recruiting that has a broad  
3 and diverse base of students, because that is very important  
4 to us.

5 What we try to do is to develop with  
6 the Tier 1 schools a very close relationship. We have  
7 leadership team members who are assigned, if you will, to  
8 develop and nurture their relationship with the Tier 1  
9 schools.

10 We conduct job fairs at those schools  
11 where we send our executives out and make a sustained and  
12 vigorous effort to reach out to the student population to  
13 let them know about NCR and bring them on board.

14 One of the criteria we look at when  
15 we're trying to establish Tier 1 schools —  
16 (Several commission members enter.)

17 MS. RAMOS: This is Mr. Mark Kingseed  
18 from NCR. If you'll continue, he was just giving us a  
19 briefing on the downsizing NCR has done and what they are  
20 doing as far as recruitment efforts.

21 MR. KINGSEED: I had just begun talking  
22 about the college recruiting efforts, what we've done is  
23 tried to focus on what we call Tier 1 schools, schools we  
24 think have technical skills that we're trying to recruit.

25 One of the criteria we use when

1 we can finally turn the company around, when we start to  
2 have sustained economic growth, we're going to be positioned  
3 because of relationships we're building with colleges, also  
4 because of the outreach effort and affirmative action  
5 efforts we're doing we'll make significant a very quick  
6 progress once we turn the economic corner.

7 So the first thing I wanted to talk  
8 about was the efforts that NCR is doing on the college  
9 campus. The company has decided in the last year to focus  
10 most of our recruitment efforts on the college campus, as  
11 opposed to bringing in experienced hires.

12 We do sometimes bring in — try to  
13 bring in significant numbers of experienced sales people to  
14 sell some of the data warehousing and the other equipment,  
15 the ATM's and so on that NCR markets.

16 The company's thrust in the future is  
17 to develop a much better relationship on the college campus,  
18 the use of college is the key recruiting source for the  
19 types of positions that we need, which are primarily  
20 computer engineering, finance and administration,  
21 engineering and some of the more highly technical skills,  
22 that's really the main thrust of where our hiring efforts  
23 are going to be.

24 What we tried to do is develop what we  
25 call Tier 1 Colleges. Tier 1 College is a school that has a

1 determining what the Tier 1 schools, in terms of minority  
2 population of the students who are there and what — the  
3 internal term we use are historically black colleges and  
4 universities and historically black, hispanic colleges and  
5 universities, we want to make sure we are reaching out to a  
6 diverse base of students and potential applicants for the  
7 company.

8 Some of the schools that we've included  
9 in the Tier 1 listing are Atlanta University, Texas A&M,  
10 University of Texas at El Paso, Howard University, Hampton  
11 University and Florida A&M.

12 Again, we really make a significant  
13 effort, because quite honestly over the prior years our  
14 college recruiting efforts, we used to have a fairly  
15 vigorous program, frankly it withered away in the mid '90s.

16 So we are starting fresh, we make a  
17 sustained effort to get in the schools and attract as wide a  
18 group of students as we can, in addition to Tier 1, based on  
19 the number of students and technical schools we are  
20 targeting some local universities, which maybe don't have  
21 the same broad range technical skills or the number of  
22 students with the technical skills we want.

23 Again, as part of our outreach effort  
24 we targeted Central State and Wilberforce, we have the team  
25 members assigned to nurture those, we have job fairs at



1 those schools, our intent is to reach students there that  
2 have the skills.

3                   The particular skills we'll focus on at  
4 Central State and Wilberforce are finance and administration  
5 and MIS skills.

6                   So those are the people who have looked  
7 at this and determined that the number of students who are  
8 available at those schools were those skills such that we  
9 can really do that in a way likely to bring some of those  
10 students on board, that's really what we're doing on the  
11 college level.

12                   We're also focusing pretty  
13 significantly on student interns, we found that to be a  
14 pretty valuable source of bringing people on board as well.  
15 Our goal is to hire the interns directly into full time  
16 positions after graduation, we bring them on board during  
17 their school year and mentor them, make sure they get and  
18 will develop the skills they need and our intent and desire  
19 is once they have graduation is to bring them on full-time.

20                   An example is what we call Global  
21 Diversity Scholarship Program, this offers 20 individuals an  
22 annual amount of \$5000.

23                   It's a scholarship, plus it has annual  
24 summer internship opportunity with the company. We found  
25 that a successful means to reach out to minority candidates

1 started to take part in that program.

2                   We also participate in diversity  
3 focused annual conventions and career fairs. An example of  
4 what NCR participated in the last 12 months are the career  
5 fairs for The National Society of Black Engineers, the  
6 Society of Hispanic Professional Engineers, National Black  
7 MBA Association, and National Association of Black  
8 Accountants.

9                   Again we found that to be a decent  
10 source of getting knowledge at NCR on career opportunities  
11 at NCR out into the population.

12                   Another piece of our efforts, we  
13 recruit heavily in diversity targeted publications. For  
14 instance, for example, the careers in technology and  
15 information technology, national — I'm sorry, National  
16 Society of Black Engineers Magazine and Hispanic Network  
17 Magazine.

18                   We make sure just in the hard print we  
19 get career opportunity out there. We've also started to  
20 advertise for or recruit on the Internet, and again the  
21 National Society of Black Engineers has a Web site which NCR  
22 participates in.

23                   That's really an overview, I think, of  
24 the recruitment efforts. One thing we're trying to do is  
25 the retention of the minority employees that we do have.

1 on a local level, there are five individuals in Montgomery  
2 County who have taken advantage of the diversity  
3 scholarship program.

4                   We also — this is outside of  
5 Montgomery County, a little just to let you know what we're  
6 doing nationwide, we have what we call high potential  
7 candidates, high potential minority interns in New Jersey  
8 and San Diego where we have facilities, an Inroads Group  
9 named NCR Company of the year, because of efforts in San  
10 Diego and New Jersey. Locally we have an Inroads student  
11 working with the company as well.

12                   The company also participates in the  
13 Dayton ACE, A-C-E Program, which is to have an intern work  
14 to learn the system at NCR, if you will, and to provide that  
15 person with employment once they graduate.

16                   And in addition the customer  
17 engineering organization, which are the — these are the  
18 people that would actually go out and do the maintenance  
19 work on the ATM's, the computers, consumer points of sale  
20 terminals and so on, there's a special apprenticeship  
21 program that's just getting up and running now in Dayton  
22 where the intent is to bring local youth in, have them be  
23 apprentices to NCR, teach them the technical skills they  
24 need to do the job, obviously provide them employment once  
25 they master that and we have six local youth who have

1                   Again as you might suspect with things  
2 being less than secure one could say at the company there's  
3 always a danger of attrition, and we want to make sure we  
4 don't lose qualified people, that we keep them on board.

5                   One effort, one initiative that NCR has  
6 done in the last several years is called Business Resource  
7 Group, the business resource groups or BRG's are  
8 organizations within the company sponsored by the company,  
9 have leadership team mentors, which are focused on minority  
10 employees.

11                   There's a group of African-American  
12 employees with an organization we call the Alliance, a group  
13 of Hispanic employees, Asian employees, gay and lesbian  
14 employees and employees who might be handicapped, the BRG's  
15 are sponsored by the company.

16                   The focus of the BRG's really is to  
17 make sure that — and they are open to every one, any  
18 employee can join, but the real intent is to make sure that  
19 the minority employees have the ability to network, that  
20 they have an opportunity to exchange ideas, they have an  
21 opportunity and somewhat formalized way as opposed to in  
22 addition to the normal give and take, to make sure that  
23 their concerns are being met and addressed.

24                   We found the BRG's to be a very  
25 effective mechanism to make sure that the employees have a

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1 voice, that they've got an opportunity to be heard and that  
2 they understand the company in an organized and structured  
3 way values what they have to say about the various issues  
4 that come up.

5 I forgot to mention when -- also  
6 there's a BRG for women at NCR.

7 Another piece of the diversity  
8 initiatives, which is very important, it gets down to the  
9 hard practicality of it, every leadership team member and  
10 the company is broken up into different business units.  
11 We have a financial business unit and retail business unit  
12 and so on.

13 The leadership team members of each  
14 business unit have diversity objectives which focus on  
15 hiring, on promotion, and on retention of diversity of the  
16 candidates.

17 And those are specific objectives which  
18 are laid out, they are developed every year by the business  
19 unit leader. They are reviewed every quarter in the  
20 quarterly reviews that the CEO of the company has with the  
21 different business unit groups and the promotions, this is  
22 important, because what the company requires is that what is  
23 succession planning process, where the managers -- every  
24 manager is required to identify succession candidates to  
25 fill his or her position.

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1 And again there is a thrust and a push  
2 to make sure that qualified minority applicants are part of  
3 that and what happens is when an individual is identified,  
4 high potential individual is identified, there's a  
5 succession plan, the individual is named in a document, if  
6 you will, and the manager's obligation is to come up with a  
7 structured analysis or review, if you will, of how that  
8 person over the next 2 to 3 to 4 to 5 years can get the  
9 experience and the skill levels they need to get promoted up  
10 up into the ranks.

11 So that is something that is being  
12 ruled out literally even as we speak, I think they are due  
13 on June 15th or 16th.

14 So that's another sustained significant  
15 and a practical way that we are going to make sure that  
16 we're reaching out into an entire employee population making  
17 sure we're putting the training and experience in place so  
18 the people have an opportunity to move forward in the  
19 company.

20 One last piece, which doesn't really  
21 get directly to employment opportunity at NCR, but we think  
22 is important. NCR, just being a good corporate citizen, we  
23 try to work as much as we can on countyline efforts to work  
24 as well.

25 Two examples of that, NCR recently

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1 partnered with the Dayton City School District to construct  
2 and develop a recruitment strategy. One key component was  
3 recruitment strategy directed towards minority applicants.

4 We used the talent and resources  
5 internally to help the school districts achieve that. The  
6 company is active in the Miami Valley Center for Technology,  
7 one of the senior vice presidents is assigned to that.

8 The role there is to try to find some  
9 ways to get additional information, technology positions,  
10 not necessarily with NCR, but to get these positions into  
11 Montgomery County, an effort to raise employment  
12 opportunities throughout the county.

13 So, in conclusion, from where NCR  
14 stands we're not happy with where we are, we do treat this  
15 issue very seriously.

16 Again, I assure you that these  
17 quarterly reviews where the CEO is going over these issues  
18 are not cake walks by any one's definition.

19 It's a serious and sustained effort,  
20 we're very confident we are positioned once we turn the  
21 company around and open up many, many employment  
22 opportunities, we're going to be able to make some progress.  
23 Thank you.

24 MS. RAMOS: Just a couple of  
25 questions. What percentage would you say of maybe

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1 professional administrative levels are internal hires? It  
2 seems that you do quite a bit through the interns.

3 MR. KINGSEED: I don't know the answer  
4 to that. I can find out the -- I'm sure that somewhere in  
5 the HR organization they do have those numbers.

6 I think we do try to promote from  
7 within as much as we can for all of the obvious reasons, but  
8 generally the attrition level has been such that we  
9 obviously are doing some external recruiting that's where we  
10 get into college recruiting.

11 A lot of the experienced internal  
12 hiring comes in the technical sales force where we believed  
13 last year that one reason our economic results were not  
14 where they needed to be was because we did not have enough  
15 experienced sales people.

16 We made a significant effort to get  
17 people trained on board who would know how to sell highly  
18 technical computer systems and data warehouses.

19 MS. RAMOS: And also I worked with  
20 another gentleman, he's a recruiter, Evan Simmons, I sat on  
21 another committee with him. I believe I had an application  
22 for somebody they were looking for, I think, an accountant.

23 I found out and you eluded to this that  
24 each department has its own hiring system, do you find that  
25 could become a barrier, because instead of taking an

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1 application for NCR, you have to know which specialist,  
2 which department and that, do you have any comments about  
3 how that works? I thought it was kind of difficult.

4 MR. KINGSEED: It's a good point. What  
5 we have done -- and we're in the process of changing how we  
6 do recruiting.

7 We have centralized, it's not completed  
8 yet, but we centralized through an outside agency to help us  
9 do that, to get the resumes in, to direct the resumes to the  
10 proper business units and to set up the interviews and  
11 monitor them.

12 I think there was -- frankly, I  
13 wouldn't go so far as disjointed, that's probably not  
14 completely accurate.

15 I don't think it was as smooth as it  
16 should have been in terms of making sure an application came  
17 in for somebody who might have been able to do both jobs in  
18 the financial and retail division. I think it's true the  
19 way the old system was, if retail is the entity that had the  
20 job or specific position that person's resume might not get  
21 surfaced to the other groups.

22 The new process we have should take  
23 care of that. If it's working the way we intend there will  
24 be a centralized source, the business unit will be sending  
25 the information to that centralized source as to what the

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1 what resources have you used to do that?

2 MR. KINGSEED: Again, with the  
3 objectives that each business unit has, again, there are  
4 diversity objectives. Frankly, we're shooting to make sure  
5 that we've got a higher -- I'm trying to think of how to say  
6 this accurately, to have a higher percentage of diverse  
7 applicants than the availability sometimes shows.

8 So that's an effort where we make sure  
9 when we have a pipeline the way it should be, so we have  
10 done that.

11 But most of the positions at the higher  
12 levels, again, if they are recruited from within, because  
13 we're trying to develop the internal talents and move people  
14 up that's not a good answer, I think that's all I can think  
15 of.

16 MS. MITCHELL: You did answer that. I  
17 had another question about -- oh, you know, a lot of times  
18 when companies are downsizing you tend to see a disparity,  
19 larger in terms of minorities and women; I had a question  
20 about your interns in that area, I think it takes some real  
21 effort for that not to happen when downsizing.

22 MR. KINGSEED: I agree with that.  
23 We've been very successful on that, I work two-halves, I'm in  
24 the law department and in HR.

25 With my law department hat one of my

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1 career opportunities are.

2 So that group should be able to, in  
3 essence, just match up the skills to the position, also in  
4 whatever business unit the job is open.

5 MS. RAMOS: We have time for maybe one  
6 or two, we need to move along.

7 MS. MITCHELL: I have a question. One  
8 of the things that really the question that we had, the  
9 reason we are doing the hearings is one of the things we  
10 looked at, it appeared the public sector employers were  
11 having a lot greater success at hiring and retaining  
12 minorities and women in upper levels of organizations than  
13 in the private sector, so I guess my question is what do you  
14 find to be the obstacles or challenges in accomplishing that  
15 through NCR?

16 MR. KINGSEED: I think the biggest  
17 obstacle we have to making a significant change in the  
18 numbers is really the economic condition of the company.

19 Again we're not hiring large numbers of  
20 people at all. In fact, frankly, we've usually been dealing  
21 with the reverse situation, something I think that's really  
22 the problem, I think, when we have positions we do a fairly  
23 good job, not good enough, but fairly well at getting that  
24 diverse candidate pool.

25 MS. MITCHELL: How have you done --

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1 tasks with the attorneys that work for me is to make sure  
2 when there's a reduction in force that the adverse impact  
3 statistics are reviewed and those decisions are looked at  
4 very, very carefully.

5 And I mean it's -- I guess it's a  
6 benefit, it's kind of a negative thing to compliment  
7 ourselves on.

8 In the downsizing we have done,  
9 frankly, a good job of making sure that did not happen,  
10 that the gap did not get larger because of the downsizing  
11 over the last 7 or 8 years.

12 MS. RAMOS: All right. We thank you  
13 very much for coming here.

14 MR. KINGSEED: My pleasure.

15 MS. RAMOS: As a matter of fact we  
16 published that there is information, especially on what the  
17 government sector is doing, you might want to look at and  
18 we'll be sure to save you a copy of our findings. Thank  
19 you.

20 MS. RAMOS: Next we have Jenni Roer,  
21 welcome.

22 MS. ROER: Thank you.

23 MS. RAMOS: I'm sorry, you were with?

24 MS. ROER: Dayton Regional Executive  
25 Director for the National Conference for Community and

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1 Justice, NCCJ, new job and new name.  
 2 MS. RAMOS: Community?  
 3 MS. ROER: For Community and Justice,  
 4 formally the National Conference of Christians and Jews,  
 5 then it was the National Conference, now it's the National  
 6 Conference for Community and Justice, we're getting there.  
 7 MS. RAMOS: Your name is again?  
 8 MS. ROER: Jenni, J-E-N-N-I, Roer,  
 9 R-O-E-R.  
 10 MS. RAMOS: Thank you for coming.  
 11 MS. ROER: My pleasure.  
 12 MS. RAMOS: We look forward to what you  
 13 have to say.  
 14 MS. ROER: I'm here today to speak to a  
 15 race relations study that we do in coordination with the  
 16 University of Dayton here, and we've conducted two to date,  
 17 we're gearing up to conduct a third, previously conducted in  
 18 '94 and '95.  
 19 And they were under the direction of  
 20 Dr. Ronald Kasiana, (spelled phonetically) and Dr. Charles  
 21 Kimball from the University of Dayton. And I would be  
 22 remiss -- and I don't expect you to write this down, it's  
 23 even more alphabet soup, it's in coordination for the Center  
 24 for Family and Community Research, which is part of the  
 25 University of Dayton.

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1 The purpose of the survey was to assess  
 2 the nature and extent of racial discrimination in the Dayton  
 3 area and to examine the feelings and attitudes that are  
 4 thought to be associated with the discrimination.  
 5 The survey consisted of over 1,000  
 6 respondents and to give you a brief idea of the  
 7 demographics, 51 percent white, 34 percent African-American,  
 8 8 Percent Appalachian, which we have a sizable community  
 9 here, and 6 percent other minorities.  
 10 The incidents and sources of  
 11 discrimination were highest among African-Americans, both  
 12 African-Americans and other minorities experience more  
 13 discrimination than did whites and Appalachian.  
 14 African-Americans perceived a problem  
 15 in discrimination in Montgomery County to be worse than  
 16 elsewhere in the United States, and more severe than did  
 17 whites and Appalachian.  
 18 Other minorities reported  
 19 discrimination to be about the same as elsewhere.  
 20 Specifically of those African-American's surveyed 59 percent  
 21 said they had experienced discrimination in the past year  
 22 versus 20 percent of whites Surveyed approximately a 2 to 1  
 23 ratio.  
 24 In terms of severity discrimination in  
 25 Montgomery County compared to other metro areas, there was a

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1 rating of five where people perceived that it was much worse  
 2 to one which would say it was much better here in Montgomery  
 3 County.  
 4 The African-Americans who were  
 5 surveyed, the average rating was 3.2. Of those in the white  
 6 community surveyed the average rating was 2.9.  
 7 So we're not saying African-Americans  
 8 said it was much worse at five, and whites said it was much  
 9 better at one, but there is still a disparity,  
 10 African-Americans think it's slightly worse, whereas the  
 11 white population thinks it's slightly better.  
 12 The African-Americans experience more  
 13 discrimination from a variety of sources than did whites.  
 14 The sources cited as most discriminatory for  
 15 African-Americans were from him sales people, 37 percent of  
 16 African-Americans cited discriminatory incidents versus  
 17 about 6 percent of whites. Work supervisors, 21 percent of  
 18 African-Americans versus about 4 percent of whites, fellow  
 19 employees 20 percent African-Americans, about 4 percent of  
 20 whites.  
 21 Just to note police officers about 15  
 22 percent of African-American versus less than two percent of  
 23 whites. Loan officers, 11 and a half percent of  
 24 African-Americans versus less than 1 percent of whites.  
 25 So noticeable differences in that

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1 respect.  
 2 The feeling score measured are feelings  
 3 or warm toward other members and racial groups, in general  
 4 the feeling scores of African-Americans were slightly lower.  
 5 I believe whites, Appalachian and other minorities,  
 6 education level reviews an interesting contrast between  
 7 African-Americans and whites.  
 8 Feelings of warm increased with  
 9 education among whites whereas the reverse was true among  
 10 African-Americans.  
 11 So when we do this in a dialogue  
 12 format, we stop and have a discussion hearing -- usually  
 13 it's quite a lively discussion as to why people believe that  
 14 situation exists.  
 15 African-Americans and other minorities  
 16 believe there are less opportunities for African-Americans  
 17 than do whites and Appalachian.  
 18 Perception also of opportunity for  
 19 African-Americans were found to be important predictors of  
 20 bias towards members of other racial and cultural groups.  
 21 African-Americans and other minorities  
 22 believe there are far less opportunities than whites and  
 23 Appalachian in obtaining managerial promotions, credit  
 24 loans and fair court sentences, and specifically of those  
 25 African-Americans surveyed 76 percent said there was less

1 opportunity for managerial promotions, versus 36 percent of  
 2 those in the white community that were surveyed.  
 3           It's interesting to note that generally  
 4 the most discrimination stated previously was experienced in  
 5 the African-American population, then followed by other  
 6 minorities then whites and then Appalachian.  
 7           In terms of skilled labor jobs 62  
 8 percent of those surveyed of African-Americans said there  
 9 was less opportunity for skilled labor jobs, versus 28  
 10 percent of those surveyed in the white community.  
 11           There are predictors of lower bias  
 12 against African-Americans, one of them is the perception of  
 13 opportunity for African-Americans.  
 14           White Appalachian and other minorities  
 15 who believe African-Americans have less opportunity than  
 16 whites tends to have lower bias against African-Americans.  
 17           Some of the other predictors are  
 18 childhood contact and personal contact in the past year,  
 19 those who had a close childhood friend from a different  
 20 racial or cultural background reported warmer interracial  
 21 feelings than those who did not.  
 22           Current contact with people from  
 23 different cultures or of racial backgrounds were associated  
 24 with lower bias against African-Americans. As many of you  
 25 are aware, Dayton is one of the more segregated and less

1 other minorities tended to attribute the misfortunes of  
 2 African-Americans to personal factors such as lack of  
 3 motivation, values or discipline.  
 4           Whites, Appalachian and other  
 5 minorities tend to attribute the misfortunes of  
 6 African-Americans to situational factors demonstrate lower  
 7 bias against African-Americans.  
 8           Those are the highlights of the study,  
 9 I do have brochures that I can leave with you if you would  
 10 like, and I'd be happy to answer any questions.  
 11           MS. RAMOS: Are there any questions?  
 12           MS. MITCHELL: Who commissioned the  
 13 studies?  
 14           MS. ROER: The National Conference or  
 15 NCCJ, in coordination with the University of Dayton, Dick  
 16 Ferguson is the special assistant to the president of the  
 17 University, Brother Ray Fitz, and it was an observation from  
 18 work that was ongoing in the community on reduction of  
 19 racism.  
 20           MS. RAMOS: Is it possible to get a  
 21 copy of that study so that we can have that?  
 22           MS. ROER: Certainly I can give you a  
 23 copy of both studies.  
 24           MS. MITCHELL: How has the information  
 25 been used?

1 segregated cities in the United States, which means the  
 2 opportunity for children to have that kind of relationship  
 3 is decreased and to some degree for people, specifically  
 4 people not working outside the home or working in primarily  
 5 segregated institutions would not have the opportunity to  
 6 meet with people in other racial or cultural groups.  
 7           So that's not to say that Dayton is a  
 8 less segregated city, Dayton has better race relations  
 9 necessarily, but it is to say that it is a barrier and  
 10 central hurdle that has to be jumped in this community.  
 11           Despite the relatively high rate of  
 12 interracial conflict African-Americans residing in northwest  
 13 and west Dayton, which is more integrated than other parts  
 14 of Dayton reported warmer feelings towards whites.  
 15           African-Americans in other areas in  
 16 Montgomery County, whites living in northwest Dayton  
 17 indicated the less bias towards African-Americans, while  
 18 those living in east Dayton, which is very segregated  
 19 primarily white indicated the most bias.  
 20           African-Americans are more inclined to  
 21 attribute misfortunes such as low income, lack of education,  
 22 high unemployment, and single parent homes of  
 23 African-Americans to situational factors, such as unequal  
 24 opportunity, limited access to jobs or financial pressures.  
 25           In contrast whites, Appalachian, and

1           MS. ROER: Good point, there have been  
 2 several outcomes, one is that the national conference  
 3 developed a program called Reaching Our Children, which is  
 4 an early intervention prejudice reduction program for grades  
 5 kindergarten through third grade, it's been implemented in  
 6 Springfield City Schools, some of Dayton City Schools and  
 7 throughout Kettering City Schools.  
 8           It's up on Different and Same Video  
 9 Series through Public Broadcasting, which is part of Mr.  
 10 Rogers. It has puppets and kids can relate to that.  
 11           Since children who have had the  
 12 opportunity to be with other children of different races or  
 13 of different cultural backgrounds tends to have less bias,  
 14 what we found with kids going through the program is that  
 15 they too demonstrated less bias once they were through the  
 16 program.  
 17           It's also helpful in that the teachers  
 18 go through a session prior to the program being introduced  
 19 with the children.  
 20           Another outcome is we have a community  
 21 dialogue component associated with the survey, what I just  
 22 went through with you is reflected in that dialogue, and  
 23 we're in coordination with cooperation with the Vineyards  
 24 Program, as well as the City of Dayton and University of  
 25 Dayton.

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1                   There's been conversations in the  
2 banking area in terms of ramification, selling the outline  
3 study with loan officers as well as fair housing.  
4                   MS. PRESLEY: There have been follow-up  
5 studies?  
6                   MS. ROER: There has been follow-up.  
7 As I mentioned, we're gearing up for a third study, it was a  
8 different focus or sub focus with the University of Dayton.  
9 Certainly questions remain the same, so we can gauge how  
10 things are going on in the community.  
11                  MR. SAVREN: Has this study been  
12 replicated, either verbatim in any kind of similar way by  
13 the national conference anywhere else in the country?  
14                  MS. ROER: A proposal -- funny you  
15 should ask that. A proposal is being proposed in 10 cities.  
16 I know there was a national study done, it's not exact,  
17 obviously not exactly similar, but the findings are in line  
18 with this study.  
19                  But we hope to replicate it on a  
20 national level. I know Orlando is very interested in  
21 pursuing it also.  
22                  MR. SAVREN: My other question, I must  
23 admit is not terribly well crafted, but what's very  
24 interesting is that what you really measured was attitudes  
25 not reality necessarily.

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1                   But in a sense the attitudes take on a  
2 reality of their own, is there any way of determining how  
3 closely these attitudes actually reflects reality?  
4                   For example, one of the motivating  
5 factors in our having this hearing was statistical  
6 indication that there in upper management minorities are  
7 more well represented in government than in private  
8 industry, some of that may be because of a perception about  
9 government as opposed to private industry, for example, but  
10 is there any way of really measuring to what extent these  
11 attitudes actually reflect reality.  
12                  MS. ROER: I think the answer is yes,  
13 and with the survey information that I provide you you can  
14 -- we can go more deeply into that. I think what you will  
15 find is when we looked at the warm thermometer you'll see a  
16 correlation to bias, which is more a test of reality when  
17 you say the situation is a bias of discrimination that a  
18 person has experienced.  
19                  There's a very close relationship  
20 between how warm feelings are between the races or how  
21 difficult your background and the degree of bias, and one  
22 would surmise in terms of the issue of lack of promotions --  
23 managerial promotions.  
24                  People are saying or African-Americans  
25 were saying in the survey that they really don't feel their

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1 chances are there. Now, we wouldn't be able to say it was  
2 primarily private or public sector, but it's a strong  
3 indication of how this community works or doesn't work in  
4 that respect.  
5                   MS. RAMOS: Significance to in relation  
6 to your question, how would these findings inhibit  
7 minorities from getting professional managerial positions?  
8 How do you see the relationship?  
9                   MS. ROER: How do these findings  
10 inhibit, they adjust, it's more difficult for minorities to  
11 obtain managerial positions.  
12                  MS. RODEMEYER: Would you suggest that  
13 goes, if that feeling is so, and it reflects reality, then  
14 you are saying education does no good, are they saying that?  
15 If I work very hard and I get all kinds of education, but  
16 it's not going to do me any good?  
17                  MS. ROER: The hypothesis would be, for  
18 instance, in terms of the difference on the education where  
19 the more educated and African-Americans is the less warm  
20 feelings were toward other races. You saw a real drop off  
21 between college and post graduates in terms of that.  
22                  Whereas in the white community you'll  
23 see warmer feelings as you increase in levels of education  
24 and it stayed stable between college and post graduate.  
25                  It's been hypothesized when discussed

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1 in community dialogue, what's happening in the  
2 African-Americans -- with more educated African-Americans is  
3 the glass ceiling and disillusionments, I did all the things  
4 I was supposed to do, I followed the mantra right through  
5 and it does not get me where I thought it would.  
6                  MS. RAMOS: Any more questions? We  
7 certainly thank you and we look forward to looking at those  
8 surveys.  
9                  We're going to break for five minutes  
10 and then continue.  
11                  (Brief recess taken.)  
12                  MS. RAMOS: Mr. Washington is still  
13 enroute, so we will continue with Rhonda Mangieri, Vice  
14 President of Human Resources at Monarch Marketing Systems.  
15 Welcome, glad to have you here.  
16                  MS. MANGIERI: Thank you.  
17                  MS. RAMOS: Would you like to begin?  
18                  MS. MANGIERI: Thank you. I'm  
19 interested in what information you're interested in hearing  
20 from me first, then, I have a couple of thoughts. But if  
21 you're looking at the first question, which is what has been  
22 our experience as an employer in this area of recruiting in  
23 the area of women and minorities, I wanted to start first  
24 with some of the observations I've made over my years of  
25 being in human resources, which has been 20 years.

1                   So those observations and experiences  
2 are similar to what I'm experiencing now 20 years later.  
3 In our business at Monarch we have a variety of positions,  
4 jobs, engineering, technical, unskilled, skilled jobs and we  
5 do a variety, I don't know if you're familiar with what we  
6 do, what Monarch Marketing Systems does.  
7                   MS. RAMOS: I think maybe some of them  
8 are not necessarily from here.  
9                   MS. MANGIERI: Okay. Our company  
10 manufacturers labels, tickets, tags, table top printers, the  
11 labeling guns that you see used in the stores to ticket and  
12 tag items that's what we do.  
13                   So we provide innovative ways for  
14 retailers, wholesalers, to ticket, tag, track their  
15 merchandise.  
16                   We have moved from a primarily systems  
17 related to supplies related, so we're moving away from more  
18 of the technical end to being more of a service provider.  
19                   My observation is where we're going in  
20 this country in terms of education and where we're going  
21 relative to overall providing of jobs across this nation.  
22                   I came from industry in Pittsburgh  
23 where I worked nine and a half years; what I observed was a  
24 lot of our jobs in work were moving out of the United States  
25 to off shore. That meant the downsizing of jobs and we've

1                   need for focus on educating and providing the particular  
2 skills needed for the jobs that are remaining in this  
3 country.

4                   While we have recognized that there's  
5 been a downsizing of different types of jobs in the United  
6 States, and in particular in our industry where we have had  
7 downsizing in our engineering area, those employees who are  
8 remaining have been picked up by companies much larger than  
9 ours, where there is -- and we've seen recently two of our  
10 most talented people in our information systems that  
11 remained after a downsizing were swallowed up by companies  
12 that could afford to pay top dollars for this talent.

13                   We have also spent a lot of our  
14 resources in educating our current work force, because we  
15 recognize while we've been really accelerating at the  
16 technical end in this country.

17                   So people come in from undergraduate  
18 schools, higher education with limited skills needed in the  
19 work force, what we've done as an employer is to provide --  
20 continue to provide educational opportunities through our  
21 educational reimbursement program and also on the job  
22 training.

23                   So my observations have, No. 1, been  
24 the opportunity for people are diminishing, but first of all  
25 going back to where are we going in terms of education and

1                   experienced that at Monarch.  
2                   We were acquired two years ago by a  
3 larger company outside of White Plains, New York. The focus  
4 of this company as many companies in the United States is  
5 bottom line shareholders move it.  
6                   That means that you sale your product  
7 or your service for the highest dollar possible and you pay  
8 in terms of productivity making the item you pay the least  
9 amount.  
10                   What we found in the job I held in  
11 Pittsburgh is you could produce some of your items off shore  
12 for less dollars, so that meant downsizing.  
13                   What we then turned around and saw is  
14 we need, rather than more of our work force in the  
15 production, the technical area, having come out of higher  
16 education, I worked in higher education for 11 years at  
17 universities and colleges, I saw a diminishing in this  
18 country on the focus on jobs and education to prepare people  
19 for the jobs that we have remaining in this country.  
20                   At Monarch currently our focus has been  
21 on providing opportunity for young people to come into our  
22 company job shadowing. We received an award from the City  
23 of Dayton schools for our volunteers on behalf of our  
24 employees, for volunteering in the Dayton schools.  
25                   So our employees recognize there's a

1                   also where are we going in terms of providing a broader  
2 breath of jobs in this country.

3                   I sat around in two HR programs  
4 recently, a number of companies are growing, a number of  
5 companies are downsizing, I think there's a mix bag, my  
6 observation while HR is downsizing, a part of smaller  
7 organizations and being acquired by other organizations,  
8 there are organizations that are growing.

9                   I believe we need to educate, provide a  
10 stronger education, a base in this country, and I also think  
11 that we need to look at the focus on what are the expanded  
12 opportunities we can provide in the United States for jobs  
13 that are moving off shore.

14                   Any questions? And I have some other  
15 data.

16                   MS. RAMOS: What kind of effort do you  
17 do to recruit minorities in the professional arena  
18 especially?

19                   MS. MANGIERI: One of the things we do  
20 is we participate in a number of programs around the Miami  
21 Valley area engineering, women in the engineering program  
22 where we bring women on-site to our facility so that we have  
23 a network into these organizations.

24                   Also we do our -- what we believe is  
25 probably a more effective approach in terms of job career

1 fairs, where we have an opportunity to meet people on-site.  
 2 We also have started in our recruitment  
 3 strategy, a program where we're offering our employees  
 4 because we know that networking is a very viable source, so  
 5 we're beginning to start to offer an incentive for our  
 6 employees on-site to help recruit other employees into the  
 7 organization.  
 8 We also participate in the Urban League  
 9 program where we have financed a number of our employees to  
 10 participate in that program, and we feel connecting with the  
 11 community in various ways provides us an opportunity to  
 12 connect with people who have the skills that we need  
 13 currently exist in our organization.  
 14 The other thing that we do, as I  
 15 mentioned to you, is that our employees are very involved  
 16 volunteering in Dayton area high school programs, college  
 17 programs and we participate in the job shadowing, the school  
 18 to work program, et cetera, and we also work with local HR  
 19 directors of other organizations to recruit from their  
 20 organizations when they have downsizing.  
 21 So we take a more hands-on, we don't  
 22 believe the traditional approach of where we're using job  
 23 ads is effective, we believe in getting out into the  
 24 community.  
 25 We also -- one of the things I wanted

1 to mention is that we have a charitable organization trust  
 2 in our organization and we believe that that's very  
 3 important in terms of connecting with the community in  
 4 making our name known in the community, and what we do and  
 5 type of employer that we are, we contribute over \$100,000  
 6 even in the face of downsizing and budget cuts over  
 7 \$100,000, and those contributions are primarily targeted  
 8 towards ways in which we believe we can reach out to a  
 9 community.  
 10 In education some of the funds are  
 11 going into social, cultural, and educational programs that  
 12 support the advancement of women, children and minorities.  
 13 And we have a group of employees who are responsible for  
 14 allocating those dollars.  
 15 So we take what we believe are grass  
 16 roots approaches where we get to the root cause, an analysis  
 17 of what I believe is a dilemma and that's why we are  
 18 involved in as much of our educational base in our community  
 19 as possible, because we believe that is the feeder into our  
 20 organization.  
 21 MS. RAMOS: One of the businesses said  
 22 they do a lot of recruiting, did you say you use engineers?  
 23 MS. MANGIERI: Yes.  
 24 MS. RAMOS: That they have set up  
 25 recruiting with historical black colleges and the University

1 of Puerto Rico, and things like that, do you do any outside  
 2 recruiting also?  
 3 MS. MANGIERI: Yes, I mentioned to you  
 4 job fairs and college fairs, I didn't mention college first.  
 5 MS. RAMOS: But I mean on a larger  
 6 level, than a smaller company, I'm not sure if you mean the  
 7 Dayton area or?  
 8 MS. MANGIERI: We don't go outside of  
 9 the Dayton area in terms of physically our employment group,  
 10 which is one person going outside of, but we do do our  
 11 advertisement and posting the traditional organizations,  
 12 minority colleges, the university and the organizations, but  
 13 in terms of physical person being on-site to things outside  
 14 the Dayton area, no, we don't do that.  
 15 MS. JURKIEWICZ: Do you -- do -- they  
 16 mentioned a black engineering organization; do you use that?  
 17 MS. MANGIERI: Yes, we use that and we  
 18 also use minorities -- there's an MBA program in Cincinnati  
 19 that we have personal contact with people that we send our  
 20 positions to, so we use individuals connected within those  
 21 organizations.  
 22 MS. RAMOS: Do you hire a lot of  
 23 external hires or try to promote from within?  
 24 MS. MANGIERI: We promote from within.  
 25 Our first recruitment effort is within, a lot of times and

1 that's why we focused on the development of our people  
 2 within our organization, one of the skills we believe that  
 3 we will need three, four years down, and so that's -- yes,  
 4 we have a strong educational reimbursement program and our  
 5 first recruitment strategy is placement within and posting,  
 6 job posting system.  
 7 MS. RAMOS: What would you say are some  
 8 of the barriers to minorities that you might see in the  
 9 business community?  
 10 MS. MANGIERI: In our particular  
 11 organization or from a group?  
 12 MS. RAMOS: Maybe combination of both.  
 13 MS. MANGIERI: Okay. I would say  
 14 within our organization we have a diversity of minorities  
 15 throughout the organization, Asian, Hispanic and within our  
 16 sales force and service representatives and I had some  
 17 general numbers, composite in the face of downsizing, our  
 18 minority level at the executive level is 5.5 percent, women  
 19 are 11 percent, is a total number of 18.  
 20 Our mid-level management is 3.7, first  
 21 one is 9.1 percent professional; engineering, chemist, 2  
 22 percent minorities, 10 percent female; professionals 8.4  
 23 females, 51 percent; semi-skilled and manufacturing area is  
 24 15 percent minority, 27 percent female; other scale 27  
 25 percent minority, 78 percent white, 6 percent female; sales



1 rep, 13 percent minority, 31 percent female; designs and our  
2 technical workers are 19 percent minority, 13.5 percent  
3 female.

4                   So throughout our organization there is  
5 -- even as small as we are today, I think maybe we're down  
6 to a thousand employees, and in the Dayton area there's  
7 about 700.

8                   So I would believe that when an  
9 employee walks into the facility and I've been at Monarch  
10 for two years, that was my first observation of the various  
11 areas that I went into marketing, there was representation  
12 throughout the various areas where traditionally have not  
13 seen marketing, engineering, et cetera.

14                   In our engineering we have a broad  
15 representation until our latest downsizing and people  
16 leaving on their own, being recruited outside of our  
17 organization.

18                   So I think in terms of visible, what  
19 you observe, I don't think that that would be an initial  
20 barrier.

21                   I think some of the other barriers and  
22 what I observed is compensation levels, when I saw in 1994 I  
23 read some statistics, I think the number -- it was a single  
24 digit number or number of black women in the United States  
25 that make over \$70,000 and I thought this is a shame.

1                   So I think compensation level is a  
2 barrier. With our organization we pay competitive to the  
3 Miami Valley area. Of course, with a lot of businesses  
4 leaning towards high tech individuals and with information  
5 systems demands our people can move outside of the  
6 organization and gain anywhere from 10 to 16 percent  
7 increase, which is what we've just experienced in the last  
8 six months where people have been recruited, and so they've  
9 gone because their talent is needed elsewhere, so.

10                   MS. MITCHELL: I guess the -- I'm  
11 curious as to how Monarch came by you, how did you end up  
12 there?

13                   MS. MANGIERI: It's very interesting,  
14 because if I could back up and talk about how I got to  
15 Cincinnati four years ago.

16                   My resume happened to be floated around  
17 by a recruiter and no one at the time, I don't think the  
18 recruiter knew that I was black, and but I had the skill  
19 sets.

20                   I had every area of human resources  
21 experience, down to information systems, installing HR  
22 systems, affirmative action, EEO, Section Title 9, et  
23 cetera; having been a former affirmative action officer 1970  
24 to 1978, yeah, 1978.

25                   I had a broad breath of experience, my  
resume -- I was flown in, I turned the job down, they

1 recruited me heavily because of my skills.

2                   Monarch, then, of course, that company  
3 was acquired by another company, and our human resources  
4 function was moved to Connecticut, but I chose not to go to  
5 Connecticut and remain here.

6                   And through a business being a vendor  
7 of ours at the company where I worked knew me and sent my  
8 resume to Monarch. I came in, I was interviewed that week,  
9 the next week they offered me the job.

10                   Once again it was the skill set and I  
11 was interviewed by -- except for the HR staff it was all  
12 white males, and they were the decisionmakers and there were  
13 other males who were contending for this position also, and  
14 I happened to be their first choice and I was selected  
15 because of various interpersonal skills, plus my HR  
16 background.

17                   So it was connections, it was a vendor  
18 that's why networking works.

19                   MS. MITCHELL: Two questions I had, one  
20 was an observation, but I think in many cases when you're  
21 looking particularly in the upper echelon of management, a  
22 lot it is having surrogates, somebody who knows you and your  
23 credibility.

24                   And of course you obviously have to  
25 have the skills to go along with that, and I guess I'm

1 curious as to how that impacts opportunities for minorities  
2 and women.

3                   MS. MANGIERI: Right. There has to be  
4 a commitment by the executive level group to take on to look  
5 around in their work force and say we don't have a  
6 representation here of what is in the population.

7                   And that's the one thing that I can  
8 speak about Monarch is that my boss asked for numbers, and  
9 that presentation was given to the executive staff and there  
10 was a definite indication that in the message sent that we  
11 need to broaden our representation, given the fact that we  
12 have limited job opportunities now, because of the turnover,  
13 but we needed to reflect the population that exists in our  
14 nation.

15                   So, yes, you're right, it takes --  
16 there is that personal connection and networking.

17                   And I mentioned to you that I was in  
18 affirmative action from 1975, where I was coordinator of our  
19 human relations program at Slippery Rock University and  
20 became the first affirmative action officer for the  
21 university, and in that time the Pennsylvania State College  
22 Systems were under the adams of desegregation and federal  
23 court order, many of you are familiar with that.

24                   So I know in terms of recruitment what  
25 works and your ads, the traditional things that we have done

1 does not work.  
 2 What I have seen work is getting out  
 3 there in the grass roots and making a difference in terms of  
 4 walking and organizations, connecting with people,  
 5 referrals, et cetera, that's a lot of leg work, it's a lot  
 6 easier to throw dollars in an ad, but what does that get  
 7 you, it makes you known and the person maybe don't have  
 8 those connections.

9 So that's why I think it's so important  
 10 that we start connecting back down to the earlier levels in  
 11 the educational systems, what you're connecting with people  
 12 and groups and moving them through and you're part of their  
 13 process, not only in the elementary levels but also junior  
 14 high and grade school.

15 And that's why our employees -- and  
 16 there's a mixture and I was going to bring the article that  
 17 was featured in the newspaper of our employees who are part  
 18 of the mentoring program in the Dayton schools and it's a  
 19 mixture of black and white employees who go out into the  
 20 Dayton school areas to work and then we follow through the  
 21 school to work program, the job shadowing mentoring  
 22 program.

23 MS. MITCHELL: Any other questions? I  
 24 have just one other.

25 MS. MANGIERI: Yes.

1 So it's a lot easier than to walk away  
 2 from a job or get recruited from a company versus where you  
 3 form relationships.

4 And I think we have several things  
 5 going on with businesses right now and I think that's a  
 6 challenge of keeping talented people in the organization,  
 7 because the skill sets are just -- I mean the demands for  
 8 certain skills are just unbelievable, and I think in  
 9 businesses people have no problem walking away from an  
 10 employer after one or two years and moving on to something  
 11 that's more money, a different environment, opportunity for  
 12 job expansion, et cetera.

13 And working in higher education I know  
 14 it was harder for me to leave a public organization and  
 15 that's my own personal experience and people have been there  
 16 for years.

17 So it was 18 years average tenure and  
 18 we were bonded together and we had, I think, a common cause,  
 19 a mission, a vision, a direction, this in businesses it's  
 20 bottom line, not to say the public organizations weren't  
 21 focused on providing some profit, whether or not it's the  
 22 development of people or adding to the community, whatever.

23 MS. MITCHELL: That's interesting and  
 24 makes sense. Okay. Thank you, so much.

25 MS. MANGIERI: You're quite welcome.

1 MS. MITCHELL: You have various  
 2 experience in HR for a long period of time and have had the  
 3 opportunity to talk with HR people in the public sector and  
 4 the thing that we were actually looking at was public sector  
 5 seems to have had larger success with recruiting and  
 6 retaining minorities and women in their upper levels of  
 7 management; what do you think the differences are or do you  
 8 have any?

9 MS. MANGIERI: Yes, I have an opinion  
 10 on that, working for public higher education institutions,  
 11 then, going into industry, my observation is there are many  
 12 public sector, I think is more of a community, where people  
 13 -- it goes back down to some root things that goes on in the  
 14 human dynamics.

15 It's more of a community versus in the  
 16 business community people come into a business and I think  
 17 your career is there, but your association and your  
 18 affiliation is typically outside of that business network,  
 19 versus in a public organization, it's just my observation is  
 20 that there's more community bonding relationships that are  
 21 formed there and I think it's the nature of the business and  
 22 in the business environment people usually belong to the  
 23 professional organizations, your connection is there, and  
 24 your association that bonding, et cetera, is not  
 25 particularly my observation in the business.

1 Can I just check my notes to make sure I highlighted a  
 2 couple of things that I wanted to bring to your attention.  
 3 I think that was it.

4 MS. MITCHELL: Thank you so much.

5 MS. RAMOS: Just browse yours and  
 6 proceed.

7 MS. WILLIS: I'm Donna Willis, I am the  
 8 Employee Relations Consultant for Bank One, and as a matter  
 9 of fact I have responsibility for the affirmative action  
 10 plan that we do and diversity related things as well as the  
 11 employee relations functions.

12 MS. FOLTZ: And I'm Carol Foltz, and I  
 13 manage employment for southwest Ohio for Bank One, and I've  
 14 been in the human resource group at Bank One, I've been at  
 15 the bank for 20 years, and 19 of those years I've been in  
 16 human resources most of the time doing employment, did spend  
 17 some time as an affirmative action officer for a while. So  
 18 I understood the numbers and how important that piece was.

19 And still so I guess I'll spend a  
 20 little bit of time we thought we were going to be asked  
 21 questions, so now I'm trying to figure out how to turn the  
 22 answers into a presentation, but just to give you sort of a  
 23 feel for us and our numbers, I think we do very well in  
 24 diversity within our organization.

25 We have in the professional and

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1 managerial categories 17 percent of our work force are  
 2 minorities and 79 percent females.

3           Since one of the things as I've tried  
 4 to sit there during Rhonda's presentation and think over the  
 5 years how we've managed to change some of our demographics  
 6 it really comes in the fact that we have turnover and we've  
 7 grown, and we probably hire anywhere between 800 and 1,200  
 8 employees a year into our organization, and that's in the  
 9 Dayton market.

10           And we currently have roughly — these  
 11 numbers change all the time, help me if I'm wrong, but about  
 12 1,800, 1,900 employees — well, actually we had a big group  
 13 that started last week, we're probably closer to 2,000 now,  
 14 I forgot about them.

15           We haven't seen a report with them on  
 16 it, but when you're hiring large numbers of people you can  
 17 change the demographics better, but it's still a constant  
 18 thing unless it's growth, every one minority that you lose,  
 19 if you don't replace them, then, your numbers slide, so it  
 20 is a constant thing to grow that diversity.

21           Over the years we've done all kinds of  
 22 things to — and I've been fortunate to have management that  
 23 really felt diversity was important and backed it, and would  
 24 even keep requisitions open until we found diverse  
 25 candidates.

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1           And I think it takes that kind of  
 2 management support to make a difference and change the way  
 3 things are, but we've done lots of external outreach things,  
 4 but also I think we have a very large and of course most  
 5 people know what a bank is all about, so I didn't start with  
 6 describing us, but maybe I should.

7           We probably differ from other banks, we  
 8 also have a very large credit card operation that's here in  
 9 the Dayton market, and that has been something that's been  
 10 growing over the years.

11           I mean I can remember when it was a  
 12 department of 35 people and now they have about 1,200 of the  
 13 employees that are in the Dayton market, so it has  
 14 dramatically grown. Those were additions to staff, and very  
 15 diverse kinds of jobs that were created as a result of that.

16           So I think having large numbers of  
 17 clerical people who have entered the organization and  
 18 developed over the years has been another one of our desires  
 19 to develop folks into entry level supervisors and many of  
 20 our internal training programs then help people develop some  
 21 of those skills.

22           So our outreach has been on all levels,  
 23 it seems increasingly challenging to find women and  
 24 minorities in some of the job categories that we look for  
 25 among the professional ranks.

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1           Some of the things we have been most  
 2 successful in doing is really networking, and I heard that  
 3 said earlier as well, but networking with other minorities  
 4 that work at the bank to let them know what we are looking  
 5 for and since they are more connected in those circles that  
 6 helps.

7           Also having minority recruiters helps a  
 8 great deal, we've done college programs, we do a lot of —  
 9 we didn't pass, we don't do as much of that any more because  
 10 as our company has gone to a more national approach we don't  
 11 do as much of the college recruiting at the local level, but  
 12 when we were that was a great opportunity to get connected  
 13 with the minority groups on campus. And, you know, do a lot  
 14 of entry level professional minority applying into our  
 15 training programs.

16           We also sponsor a scholarship program  
 17 in the Dayton area that has anywhere from three to four  
 18 depending on funding schedule scholars a year to Miami  
 19 University.

20           We as part of that scholarship program  
 21 they receive \$4,000 a year, but they also receive a summer  
 22 internship every summer that they are in college, and the  
 23 mentoring and support of bank officers to help them through  
 24 that. And we've successfully hired one of our first  
 25 graduates this year, so he starts in a couple of weeks.

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1           So I think it takes, you know, looking  
 2 at different ways to reach that population, actually things  
 3 like advertising isn't reaching much of anyone today, that's  
 4 not how — we still use that, because some people are going  
 5 to look in the newspaper for opportunity, but that seems to  
 6 be the least effective method in today's world of very low  
 7 unemployment and it's taking all kinds of creative ways to  
 8 find people with the skill sets that you are looking for.

9           Being very involved in the community,  
 10 and serving on different boards and being connected and into  
 11 programs that reach to the minority population, we have been  
 12 very successful and I guess that's what I would say about  
 13 the outreach piece.

14           MS. WILLIS: I would take it from the  
 15 external focus to internal focus and as Carol stated, we  
 16 have had the good fortune to have senior management support  
 17 for the whole issue of diversity and affirmative action, but  
 18 more so diversity, so that we had a task force formed 8 to  
 19 10 years ago to say how do we recruit, but beyond that how  
 20 do we retain the people we do recruit, and out of that  
 21 developed some recommendations.

22           One was that a professional minority, I  
 23 call a support networking group was discovered. One of the  
 24 things we discovered we might get people in the door, but if  
 25 there wasn't a support group there, people to talk to, to

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1 share experiences and so on and so forth, they might decide  
2 to go somewhere else that looked a little more attractive.

3 That group remains very active,  
4 Cultural Change 2000 group today is what they are called,  
5 and they moved from being a support network for one another  
6 to doing community related things and a little bit more  
7 business focused today.

8 But as a result of that groups'  
9 formation then we made several recommendations to senior  
10 management about other activities we needed to do, including  
11 diversity training, which we started in full force from  
12 1994, still do awareness type programs, also developed  
13 mentorship program, more sponsor type program, mentoring  
14 program, and trying to look at accountability for managers,  
15 holding them accountable for affirmative action within their  
16 work units.

17 I feel we've done several things to  
18 send the message internally that we believe in this and it  
19 is a performance issue for managers and all employees.

20 MS. MITCHELL: I had a couple of  
21 questions I want to start out with and open it up for  
22 everybody else.

23 You had mentioned you were experiencing  
24 some difficulty in some job classifications of finding  
25 minorities and women, can you be more specific about are

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1 every one in banking would like females and minorities with  
2 those skill sets and females we sometimes -- they just don't  
3 like the position because it requires a lot of calling on  
4 outside companies, it's a sales job after you get the  
5 technical skills down.

6 And so we do find that once we've  
7 groomed them and have them, then, they are the ones that get  
8 picked off for larger salaries and very competitive, and  
9 we've done our share of picking others off from other  
10 organizations, so, but, you know, that's probably the one  
11 job classification that I would say we have the most  
12 challenge with.

13 Managers generally it would be easier,  
14 because a lot of that is promotion from within. All of our  
15 promotions at Bank One are posted internally before we ever  
16 go to the outside, so we give a lot of consideration to  
17 internal before the three or four progressions may happen,  
18 before we get to the outside with a position.

19 MS. MITCHELL: Your associate mentioned  
20 a sponsorship program, if you could you tell us about that.

21 MS. WILLIS: We call -- it's a happy  
22 mentoring. For example, to me it was a sponsorship program  
23 or voluntary matching of employees, minorities and  
24 non-minority.

25 We wanted to keep it open, our goal of

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1 there certain technologies or certain fields where you're  
2 having the difficulty?

3 MS. FOLTZ: Probably just like  
4 engineers are hard to find, for the banking industry,  
5 commercial lenders are what I consider the hardest to find,  
6 females and minorities within that job group.

7 And that's where we focus when we were  
8 doing local recruitment efforts, that's where we focused our  
9 attention on college recruitment, to bring people into the  
10 entry level positions and then groom them for commercial  
11 lending positions down the road.

12 MS. MITCHELL: Are you finding they  
13 were not there or you couldn't pay the salary or?

14 MS. FOLTZ: It tends to be a  
15 combination of things. No. 1, we look for finance and  
16 accounting majors for that type of a position, the technical  
17 background that they would need to have, when you go on  
18 campus those are not the majors that you tend to find  
19 minorities in, thus that's why we started our scholarship  
20 program trying to encourage more to go in that direction,  
21 it's not totally limited to that, but I've talked with a lot  
22 of people on campus, it just does not seem to be the  
23 disciplines that minorities move towards.

24 And then when you do find one and start  
25 to groom them they get picked off very quickly, because

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1 course was to try to increase the familiarity and the  
2 knowledge of minority employees from one line of business to  
3 one area to another, so that there would be more opportunity  
4 when there's a position over here maybe in commercial  
5 lending that someone might think maybe someone over in the  
6 retail line would be a good fit, just to try to get some  
7 cross knowledge and trust levels to increase, trust levels  
8 and comfort levels.

9 So it was voluntary for both sides, the  
10 mentors as well as the -- we call it the mentees to  
11 participate in it and then set up whatever meeting schedule  
12 that they wanted to have with the understanding that both  
13 parties have responsibilities to make the relationship work,  
14 to gain some value from it.

15 We cover the mentees to ask the kind of  
16 questions, find out the inner story, the inner workings,  
17 questions maybe you don't want to ask your manager, because  
18 you're unsure about, that's okay talk to your mentor about  
19 those kinds of things.

20 So you learn the organization a little  
21 better, kind of the inside track of things.

22 MS. MITCHELL: Have you seen successes  
23 come from that?

24 MS. WILLIS: I think we have, it's hard  
25 to measure that and be real specific. We don't have that

1 particular program I'm speaking of in place any more,  
 2 because that was an across the board program.  
 3 Now it's a little bit more defined when  
 4 we have management training programs like in the retail line  
 5 where they are kind of locked up with somebody to be again  
 6 — not a true mentor, but someone to show them the ropes and  
 7 to be able to talk to and those kinds of things, but I  
 8 believe we've had success with it.  
 9 MS. JURKIEWICZ: What kind of  
 10 professional jobs do you have at Bank One?  
 11 MS. FOLTZ: We have branch manager,  
 12 banking office manager positions, the commercial lending  
 13 positions, I'm trying to think of the ones we would have the  
 14 highest numbers of in our operational areas, our call  
 15 centers, we would have managers and supervisors, we have 11  
 16 sales positions within our card division.  
 17 MS. JURKIEWICZ: What's the minority  
 18 percentages in those positions?  
 19 MS. FOLTZ: I didn't bring it for  
 20 positions, I brought it across the board.  
 21 MS. JURKIEWICZ: Does that include  
 22 everybody across the board when you say that?  
 23 MS. FOLTZ: Yes, each of our lines of  
 24 business, it does it's 17 percent for all officials and  
 25 managers, officials and managers are at 20 percent,

1 professionals are at 14 percent across the board and the  
 2 combination of the two came to 17 percent.  
 3 Overall our minority population for the  
 4 whole bank is 36 percent. But within, I mean we do have  
 5 minority and female commercial lenders, and in the sales  
 6 area, for example, and our card business, I think we have  
 7 representation pretty much everywhere.  
 8 Would we like more? Yes. I mean, I'm  
 9 always striving for more or we wouldn't have gotten to where  
 10 we are, I don't think.  
 11 MS. JURKIEWICZ: Do you have those  
 12 statistics broken down as far as perhaps in commercial  
 13 lending and sales, branch manager?  
 14 MS. FOLTZ: We didn't bring those with  
 15 us.  
 16 MS. JURKIEWICZ: Could you get them for  
 17 us though?  
 18 MS. FOLTZ: Yes.  
 19 MR. SAVREN: Do you have any thought as  
 20 to where the banking industry as a whole is more conducive  
 21 to recruitment and retention of minorities in management  
 22 positions than other businesses, or perhaps the converse,  
 23 that it's less use of?  
 24 Can you make any good generalizations  
 25 about banking as it relates to this?

1 MS. FOLTZ: As a bank we're subject to  
 2 EEO audits that helps drive you to be sure your numbers look  
 3 good. I'm not sure who else is subject to that, but I  
 4 certainly know that that is certainly something that is in  
 5 the back of our minds at times that that's where the things  
 6 would be produced.  
 7 The other thing in back, without my  
 8 glasses I can't see your name, that shows my age, but you  
 9 know it also depends on how much turnover you have in  
 10 certain areas too.  
 11 And so I have, you know, probably 20 or  
 12 less commercial lenders out of my 2,000 — close to 2,000,  
 13 and very little turnover there. So it's still like finding  
 14 a needle in a haystack.  
 15 When I do supervisors, you know, I  
 16 don't know what the numbers would be, but it would be a  
 17 larger number, and the skill set, the technical skill sets  
 18 they have to have to do the job is less than the commercial  
 19 lender, because that's the highest technical skill someone  
 20 would have to have to come in and do a job in our  
 21 organization.  
 22 So in general traditional banks versus  
 23 — well, I know I guess if I moved down the road I also have  
 24 responsibility for the Cincinnati market, and it's very much  
 25 different because it's banking offices and commercial

1 lenders and the traditional bank, the way the traditional  
 2 bank would look and in operations centers and others, that  
 3 areas that have grounds, we have been able to make the  
 4 strides, so that's why I'm telling you I think the turnover  
 5 helps to change the mix.  
 6 If, you know, even though we want to  
 7 retain our employees, when you have turnover you have  
 8 opportunity, and every time you have opportunity you might  
 9 do better and I might still never find a commercial lender  
 10 or one who wants to be in the Dayton market, which is  
 11 another thing that we would personally battle, just because  
 12 of physically where we are that that might not be the most  
 13 attractive market to do commercial lending in.  
 14 So, but, in general I think banks have  
 15 always felt committed because they are subject to audits and  
 16 seem to be frequently subjected to audits.  
 17 MS. WILLIS: It makes good business  
 18 since, we want to reflect the community.  
 19 MR. PEREZ: I think you have your  
 20 administrators accountable, can you give an example of how  
 21 you will hold them accountable?  
 22 MS. WILLIS: That was one of the things  
 23 talked about and never got far, in all honesty. I think we  
 24 will see more emphasis coming back to that, we attempted to  
 25 make that part of the managers review and there's

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1 affirmative action to say there's a lot of meat behind it  
 2 would not be accurate.  
 3                   It's one of those we know we need to do  
 4 that, but we haven't gotten to the point to coming up with a  
 5 concrete thing.  
 6                   MS. FOLTZ: To support retention  
 7 numbers, the whole picture, it's not just what did they  
 8 hire, but how did they retain and work with their work force  
 9 after they got them in here.  
 10                   MS. WILLIS: As well as the atmosphere  
 11 in the department, what are the interpersonal relationships  
 12 in the human group there.  
 13                   MS. PRESLEY: I have a question around  
 14 the number of hirings. You said 800 to 1,200, is that per  
 15 year within the Dayton area?  
 16                   MS. FOLTZ: Yes.  
 17                   MS. PRESLEY: Out of that group can you  
 18 give some kind of percentage of how many minorities and  
 19 women?  
 20                   MS. FOLTZ: I didn't bring last years  
 21 or any one specific, I will tell you that -- and the number  
 22 goes up and down depending on what we're doing within that  
 23 hundred to 1200.  
 24                   We usually run right around 50 percent  
 25 of overall hiring for the year is minority hiring, is

1 on, that's not the same sense of the organization and  
 2 everybody is saying the organization does not have loyalty  
 3 to them either, they are going where their skill sets take  
 4 them and they can get development opportunity, rather than  
 5 if they stay inside and wait for the next internal  
 6 opportunity to maybe do something different, and I believe  
 7 that may play a part.  
 8                   MS. FOLTZ: And just being a lifelong  
 9 resident of the Dayton area I never heard ever anybody that  
 10 went to the Wright Patterson Air Force Base and left to find  
 11 another job, they went there for life it sounded like.  
 12                   So it's things like that that I don't  
 13 think maybe the same kind of turnover that's why I went that  
 14 way.  
 15                   MS. MITCHELL: I recognize it's an  
 16 opinion, we'll keep it in that context. We appreciate your  
 17 being willing to talk with us today, and I understand all  
 18 the presenters will receive a copy of the final report when  
 19 it comes out and we thank you for coming today.  
 20                   We'll take a 10 minute break and  
 21 reconvene at 10 till 4:00.  
 22                   (Brief recess taken.)  
 23                   MS. RAMOS: We're going to reconvene,  
 24 and welcome John Scarpelli.  
 25                   MR. SCARPELLI: That's correct.

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1 minorities.  
 2                   MS. MITCHELL: Any other questions? I  
 3 think I'm going to ask you the same question I asked our  
 4 last presenter, and one of the things we discovered is that  
 5 in the public sector, they seem to have had greater  
 6 successes in recruiting and retaining minorities and women  
 7 in management level positions, do you have an opinion as to  
 8 why there would be a difference in that, in those numbers or  
 9 successes?  
 10                   MS. FOLTZ: This is strictly an opinion  
 11 on my part, because I'm not very close to any of the public  
 12 organizations to know well enough.  
 13                   But just from an outsider looking at  
 14 it, it doesn't seem that they have the kind of turnover that  
 15 I might deal with, and if you're not having the turnover you  
 16 can't change your statistics, you know, it doesn't fluctuate  
 17 if your work force doesn't turn over, so I think that would  
 18 be one of my observations.  
 19                   MS. WILLIS: I don't know whether this  
 20 has relevance because as Carol indicated I don't know much  
 21 about the public sector and environment there, but the  
 22 research that we hear about and read about is that the  
 23 average tenure for an employee to stay any longer is  
 24 somewhere between two and five years, people move more  
 25 frequently that's what Rhonda was saying, they were moving

1                   MS. RAMOS: From Standard Register  
 2 Company, and we're happy to have you today, and if you would  
 3 like to do your presentation and we'll probably have a few  
 4 questions to follow-up with.  
 5                   MR. SCARPELLI: Not having participated  
 6 in this process before, I don't know quite what to expect,  
 7 so the presentation is going to be rather informal.  
 8                   I want to talk a little bit about the  
 9 company, about our jobs and a little bit about the situation  
 10 I described as career opportunities for minority individuals  
 11 in our company, and maybe talk a little bit about the issue  
 12 in general, as well as Standard Register specifically.  
 13                   First of all, we are a company that's  
 14 headquartered here in Dayton Ohio, and we are right now just  
 15 having gone through a major acquisition back in January.  
 16                   We are about 9,400 employees strong,  
 17 located through the domestic United States. Here in Dayton  
 18 we have approximately 900 some odd employees between our  
 19 headquarters and our manufacturing operations, and our  
 20 business is in the area of business documents, business  
 21 systems.  
 22                   We make all kinds of business forms, we  
 23 make all kinds of products that you can find in your offices  
 24 you can find.  
 25                   We do like plastic cards, we're also in

1 what we call the junk mail business, we provide services for  
2 creating mail, distributing mail, and so any place you see a  
3 document, commercial printing brochures, annual reports  
4 that's our business. So we're basically in the printing  
5 business.

6 We have approximately -- oh, I'd say  
7 around 25, close to 25 major printing facilities throughout  
8 the United States. And then we have at least 30 what we  
9 call print centers, which are small quick on demand print  
10 centers where you can get a resume copied or something like  
11 that.

12 And so that's what we do. As far as we  
13 have been around since the last 75 years, and in the last 10  
14 years or so we have begun to change some of the things that  
15 we do and how we do it from an internal human resource  
16 development point of view, which I think impacts this  
17 situation.

18 We have been a product of our past in a  
19 sense of most of our management and supervisory and  
20 leadership positions come by promotion and development from  
21 within.

22 And so we have been a very inward  
23 internally focused company with this situation. We're  
24 beginning to change that specifically as we grow some of  
25 these new businesses.

1 management team on how to mentor, and what to do, what not  
2 to do, and how to understand what some of these differences  
3 are and to work with that. So that's very important.

4 The other thing we are beginning to  
5 look at much more are the concepts of internship, and as a  
6 development tool to try and give individuals some additional  
7 insight into what a business operation is about, and give  
8 individuals more opportunity early on in their career, even  
9 before maybe they start the informal career process. And we  
10 feel that's an important part of preparation.

11 I think we, as other employers in our  
12 category, have some distance to go. And I think that we --  
13 natural processes, natural systems that we use in human  
14 resources do not result in the kind of results that we need.

15 And we need to look at different ways,  
16 new ways to, as I said, develop individuals, identify  
17 individuals and move people forward in the organization.

18 I don't believe for most of our career  
19 entry positions that we're doing anything extraordinary or  
20 not extraordinary in terms of recruiting. I think we can  
21 recruit from the street.

22 I think the part that's most difficult  
23 and challenging is what happens then, how do we develop  
24 individuals that are in the company into positions,  
25 promotable assignments, and I think that's where the

1 I mentioned these print centers, this  
2 is one of the fastest growing businesses we have, so we are  
3 hiring more from the outside where we're even 10 years ago,  
4 even five years ago we did not recruit management or  
5 supervisory employees from the outside, it was all internal,  
6 that's beginning to change.

7 But in taking it a step back and  
8 looking at the situation we still -- our primary focus in  
9 terms of appointing managers, leaders, supervisors,  
10 officials is still from within, and our biggest challenge, I  
11 believe, like other employers is one of ensuring that  
12 opportunities are provided, but as importantly ensuring that  
13 development in mentoring opportunities are there.

14 We've come to realize that the both  
15 informal and formal mentoring is a very, very important part  
16 of what we feel needs to be done to ensure that there's a  
17 growth in opportunity, and the reason for that is that in a  
18 lot of areas a lot of groups there's a natural mentoring  
19 kind of relationship that grows on an informal basis,  
20 sometimes it does not happen in groups where you may have a  
21 minority individual or individuals and women that that's an  
22 important part of what needs to be done.

23 So we are focusing on a more formal  
24 kind of effort in that area to the point where we're  
25 developing right now some formal training to train our

1 challenge is, it's not recruiting.

2 I think 5, 10, 15 years ago maybe it  
3 was recruiting, that's not the situation now, it's more,  
4 okay, now we have the organization, we have individuals in  
5 place, what do we do to develop these folks.

6 And in some cases prevent turnover, in  
7 other cases just provide the right door open at the right  
8 time, and again I think this mentoring is a large part of  
9 it.

10 So what else can I tell you, we do  
11 college recruiting, we have college relations program we're  
12 trying to develop, we recruit everything from entry level  
13 printing jobs to very skilled high level information  
14 services, I.T. kinds of positions where pretty much our only  
15 source is the recruiting or the outside technical market and  
16 that's pretty much it.

17 So I'll be glad to respond to any  
18 questions or if you want me to comment along certain lines  
19 I'll be glad to do that.

20 MS. MITCHELL: What percentage of your  
21 administrative or professional jobs are filled externally?

22 MR. SCARPELLI: A large percent of the  
23 professional jobs are filled externally, I'm going to  
24 estimate throughout the company approximately half, maybe a  
25 little less than half, probably a third, management jobs

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1 will be significantly less than that.  
 2 A few years ago it was zero, it's  
 3 probably maybe 10 percent or less, managers positions are  
 4 filled externally. The professional jobs, though, the rate  
 5 is higher from the outside, but not much more than about a  
 6 third for that kind of position.  
 7 MS. MITCHELL: Anybody else have  
 8 questions?  
 9 MS. JURKIEWICZ: What type of  
 10 professional jobs do you have?  
 11 MR. SCARPELLI: It varies, I'll say  
 12 right now in total the jobs that we most frequently have to  
 13 fill would be an I.S. kind of a person or information  
 14 technology professional, and that's our biggest need right  
 15 now.  
 16 And those positions are filled from the  
 17 outside for the most part, and they are very difficult folks  
 18 to find.  
 19 MS. JURKIEWICZ: What's the percentage  
 20 of minorities in those I.S. positions?  
 21 MR. SCARPELLI: In our company it's up  
 22 probably somewhere around 23 percent, three, four percent in  
 23 that position.  
 24 MS. JURKIEWICZ: How do you -- how are  
 25 you recruiting for that type of position?

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1 MR. SCARPELLI: Anyway we can. And by  
 2 that I mean literally everything from college recruiting,  
 3 which is not a primary source for those folks, but  
 4 employment agencies, advertising; you'll see advertising in  
 5 newspapers every Sunday, we're in it; job fairs, and we have  
 6 participated in some job fairs that have been mainly for  
 7 minority and female individuals, but any job fair that we  
 8 can get to that makes some sense.  
 9 Employee referrals, we don't get that  
 10 much from that. So pretty much Internet, a lot of Internet  
 11 recruiting now, that's pretty much what we do for those  
 12 positions.  
 13 MS. JURKIEWICZ: Are you using any  
 14 minority associations?  
 15 MR. SCARPELLI: Yes, we have both  
 16 formally and informally, we've done that on some college  
 17 campuses. We haven't found that to be that successful, but  
 18 also on the other hand I don't know that we've cultivated it  
 19 and that takes some time.  
 20 We've had some success at some job  
 21 fairs that had been designed for that purpose, but I don't  
 22 believe we've really tapped into or cultivated some of those  
 23 other sources.  
 24 MS. MITCHELL: Do you search, use  
 25 search firms at all?

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1 MR. SCARPELLI: Very rarely, we  
 2 occasionally use a search firm. I think we did maybe two  
 3 executive searches in the last 10 years for mid level  
 4 managers, mid to upper level managers.  
 5 In the information services area we've  
 6 used a search on a few occasions and we used firms right  
 7 here in town for that and it hasn't been that successful.  
 8 MS. PRESLEY: I think you've answered  
 9 my question, though, but some of the previous individuals,  
 10 his company said that they are having problems because the  
 11 competition out there for minorities and women, you said you  
 12 don't seem to have a problem in your hiring; did I  
 13 misunderstand?  
 14 MR. SCARPELLI: You mean in terms of  
 15 competition for minority individuals?  
 16 MS. PRESLEY: Yes.  
 17 MR. SCARPELLI: Oh, no, no. We have a  
 18 problem in hiring just like every one else has hiring any  
 19 kind of position, and I don't want to understate that.  
 20 It used to be where we had no problem  
 21 of hiring a press operator or programmer or accountant or  
 22 sales rep, it was no problem, right now just hiring, filling  
 23 a position is a problem.  
 24 The employment market is very, very  
 25 tough right now, I mean it's very difficult for employers.

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1 The competition is very, very powerful also, and we've had  
 2 some turnover, I'm not saying it's out of the ordinary, some  
 3 turnover that we've had that's affected us with both  
 4 minority and women professionals who are managers has been  
 5 partially a result of the competition, and where head  
 6 hunters would come in and naturally the question is we  
 7 recruit, but that's a very competitive part of the  
 8 employment market very, very much so.  
 9 MS. MITCHELL: Any other questions? We  
 10 thank you very much for being willing to talk with us today,  
 11 and I understand you will receive a copy of the report once  
 12 it's formalized.  
 13 MS. RAMOS: Nice meeting you, thank you  
 14 very much.  
 15 MS. MITCHELL: Our next presenter is --  
 16 we have a panel of Jessie Gooding, President of the Dayton  
 17 NAACP, Willie Walker, President of the Dayton Urban League,  
 18 and Alexander Luque, who is President of the Hispanic  
 19 Chamber of Commerce. You can go in any order you so choose.  
 20 MR. GOODING: My name is Jesse Gooding,  
 21 I'm president of the NAACP for Montgomery County, Dayton,  
 22 Ohio.  
 23 As you know we are a volunteer  
 24 organization, been around for like 89 years, and still going  
 25 at about 2,200 chapters throughout the United States. Of



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1 course I'm here to talk about the Dayton area.  
 2 We have about approximately 500  
 3 complaints per year with our tier organization, 66 percent  
 4 of them deal with employment.  
 5 And most of the complaints are in the  
 6 area of under-employed termination, harassment on the job,  
 7 alleged discrimination, termination before their so-called  
 8 probationary period is over, maybe one day before, whether  
 9 90 days or 30 days.  
 10 This is inclusive of every kind of  
 11 corporation that you can find that, and bankers, the big  
 12 industries, small business, federal government, local  
 13 government, hospitals, social agencies, you name it, we get  
 14 complaints from them. Some of the complaints are in our  
 15 opinion have merit, some don't.  
 16 We are able to negotiate approximately  
 17 40 percent successfully. And what I mean by that you go to  
 18 x-company, and say we got a complaint, the business is  
 19 willing to sit down and talk about it and give us some kind  
 20 of resolution, I won't say a solution, but some kind of  
 21 resolution to that complaint. We find that positive.  
 22 There are some complaints that we deal  
 23 with the companies or even some government agencies are real  
 24 obstinate and what I mean by that is non-negotiable.  
 25 When you find the agencies that are

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1 responsible for who has subpoena power and summons for doing  
 2 these things are really not a lot like the Ohio Civil Rights  
 3 Commission, the EEO offices for the federal government, they  
 4 are doing less than what we feel that they should be doing  
 5 in order to find resolutions to problems that these 500  
 6 folks come by to see us with.  
 7 I don't know whether it's political or  
 8 undesirable in these agencies to carry out what I think is  
 9 their responsibility.  
 10 For example, we had a good 11 to 46 in  
 11 dealing with federal folks at one time and it was halfway  
 12 working and in recent years it has went down to the point  
 13 that it's just a kind of a figure head organization, they  
 14 are really doing the least that they can.  
 15 We don't have the subpoena power, but most  
 16 of us have fairly decent negotiation skills in trying to  
 17 find resolution to these type of problems that we run in as  
 18 far as employment is concerned.  
 19 Thank you much.  
 20 MS. MITCHELL: Thank you. I think  
 21 we'll hear from all the presenters and we can ask questions  
 22 at the end.  
 23 MR. WALKER: My name is Willie Walker,  
 24 President of the Urban League. The Urban League is part of  
 25 the national organization, one of 12 organizations,

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1 affiliates as we call them, in the State of Ohio, one of  
 2 114 affiliates across the United States.  
 3 Our national headquarters are in New  
 4 York, we are located in 34 states and the District of  
 5 Columbia.  
 6 Our primary business is to work in the  
 7 area of employment assistance, and also youth development.  
 8 We have an array of 11 programs, about six of those programs  
 9 focusing primarily on employment, and the other four  
 10 focusing on some areas of youth development.  
 11 We did not get into youth employment as  
 12 such, if we do that kind of a happenstance or if things --  
 13 major opportunities may crop up our major thrust is adult  
 14 employment.  
 15 We place somewhere in the area of about  
 16 500 people a year. I have some information here for you in  
 17 capsule, our last annual report, one is available, covers  
 18 '95, '96, and then I have a prepared statement that I'm not  
 19 going to read, but I'll leave for you.  
 20 But there are some things that I would  
 21 like to capsule or at least focus on employment. The  
 22 subject matter of looking at employment opportunity here in  
 23 Montgomery County area for minorities, I'd like to reference  
 24 a couple of reports that there was a report put out by  
 25 Wright State University, and the University of Dayton that

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1 was released in March of this year and it talked about the  
 2 fact that there was 48,000 jobs unfilled in the Miami Valley  
 3 area.  
 4 Later in April there was a special  
 5 series of reports by the Dayton Daily News entitled Children  
 6 of the Dream, and there was one particular article talked  
 7 about unemployment, no jobs, few prospects, which spoke of  
 8 the chronic unemployment among blacks in the Dayton and  
 9 Springfield area.  
 10 And talked about the fact that since  
 11 the 1960's, the rate has consistently been at least double  
 12 and sometimes triple the rate of whites unemployment rate  
 13 for blacks.  
 14 1995, the latest statistics that we  
 15 have available the rate for blacks is 12 percent as compared  
 16 to whites would be 3.9 percent.  
 17 Now, this is a little dip from what it  
 18 was in the 1990 census. 1990 census the rate was somewhere  
 19 around 13 percent, 13.5 percent for blacks compared to a  
 20 rate of 4.8 percent for whites. Black males, the rate was  
 21 15 percent, black females the rate was about 12.2 percent.  
 22 Now, we think basically that there have  
 23 been a lot of strides of blacks in the area of higher  
 24 education, many blacks have been able to take advantage of a  
 25 lot of jobs that's been available out there, however, when

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1 you look at that and compare it with individuals that have  
2 not had the advantage of the advance training for the  
3 education the picture is a lot more bleak.

4 The Dayton area, this area has  
5 undergone a lot of transformations into technology. We lost  
6 a lot of manufacturing jobs, there's a lot of other areas  
7 in the Midwest, and that shift has created major problems  
8 for minorities, especially in the areas of technology.

9 And looking at even those individuals  
10 that have had an opportunity to go on to school there has  
11 not been any opportunity where you've made and closed that  
12 gap, that gap is even getting worse as we move along.

13 One of the major things that I like for  
14 you to give some consideration to, the employment  
15 opportunities are not in the Standard Registers as John  
16 Scarpelli talked about prior or General Motors, or even  
17 Mead, which is some of the companies that have large  
18 presence here.

19 The job opportunities are in small  
20 businesses, and therein lies a problem. Small businesses  
21 traditionally have not hired black applicants, they've been  
22 almost lily white, most instances.

23 Small businesses also are entities that  
24 are not covered by most of the affirmative action rules, I  
25 mean they escape that, I mean the rules kind of say if you

1 think that we need to continue and then look at some  
2 national system of school to work transition programs.

3 We need to look at city and suburban  
4 partnerships that would lead to better transportation  
5 systems that would permit inner city persons to go outside  
6 of the city.

7 Certainly we need to look at public and  
8 private partnerships where there are opportunities of  
9 internships.

10 Now, John Scarpelli talked a little bit  
11 about internships at Standard Register, but I would like to  
12 lower the internships where they are at the middle school  
13 level, so relationships are formed prior to any students  
14 even reaching the high school level and even getting off  
15 into college.

16 I think you form and establish the kind  
17 of relationships and the kind of mentoring at least that  
18 will help students and help their families create the kind  
19 of career goals that allow their students and their children  
20 to be successful.

21 I want to thank you for this  
22 opportunity and I'm available to answer any questions you  
23 might have.

24 MS. MITCHELL: Thank you.

25 MR. LUQUE: My name is Alexander Luque,

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1 were at an employment level of such that you're not covered  
2 by these rules.

3 Those are things that I would like for  
4 the Commission, the advisory Commission to give  
5 consideration to and make special note as you look and  
6 prepare your report.

7 Other things that I would like and as  
8 contained in the report, too, I think I have enough copies  
9 for all of you, you may have to kind of share on a couple of  
10 things.

11 There are different things that I think  
12 could be done. We certainly can get around the areas of  
13 good schooling, education, we certainly know that that will  
14 do a lot to erase and close the gap.

15 I think we have to look at the whole  
16 area of equity and financing in the school systems, we  
17 certainly have to look at highly qualified teachers being  
18 more equitably distributed in these local school systems.

19 You can't have, for example, an Oakwood  
20 that would have all of the fruits, and Dayton or a Trotwood  
21 or Jefferson Township that would not have the advantages of  
22 having a lot of the opportunity.

23 We certainly have to do things to  
24 improve the whole child care and family policies that would  
25 help to re-enforce the learning systems in school, and I

1 I'm president of the greater Dayton Hispanic Chamber of  
2 Commerce. Our organization was established in 1992, and by  
3 comparison to some of the other organizations we are a very  
4 young and very small organization, because the Hispanic  
5 population here in the Miami Valley and Dayton area is a  
6 really small minority within the minority.

7 We really -- to give you an example,  
8 some specific numbers, our organization is part of the  
9 National U.S. Hispanic Chamber of Commerce, but as a local  
10 and as well as Dayton -- greater Dayton Chamber of Commerce  
11 Miami Valley -- but as an organization our membership  
12 consists of 12 to 15 businesses, and we also represent 60 to  
13 66 individual affiliates and associate members that are not  
14 business owners, that are Hispanic in heritage, but that  
15 work either in Hispanic or in a company that is owned by a  
16 non Hispanic.

17 We really serve as a contact as a  
18 clearing center of organizations for all the national issues  
19 with our loyal members. We do networking and promote the  
20 interest of Hispanic business owners, but we don't address a  
21 lot of the issues that the other co-presenters here have  
22 addressed.

23 Whether it's because of the small  
24 numbers and the reasonably young character of our  
25 organization, we have not had to deal with or are we a

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1 clearinghouse for any specific client or serving as  
2 clearinghouse for employment or any other services.

3 That really is the extent of my  
4 presentation. If you have any questions I'll be happy to  
5 answer.

6 MS. RAMOS: Do we have any other  
7 questions? I think it's really interesting you brought up  
8 the figure of 48,000 jobs that went unfilled and we're  
9 sitting here listening to businessmen say they can't find  
10 anyone to fill positions.

11 One of the things that has surfaced for  
12 me is education and lack of skilled education for  
13 individuals, are any of you addressing that situation of  
14 qualified — I should say candidates for jobs, are you  
15 contacted throughout your organizations for potential job  
16 placement, what are you doing about that?

17 MR. GOODING: A lot of times qualified  
18 is a nebulous term. A lot of these folks that we get these  
19 complaints from are well qualified, some are even with  
20 higher degrees, but they are still having difficulty in  
21 obtaining positions that these are not just the plain old —  
22 I mean not all of them, but a lot of them are, we get even  
23 engineers who having difficulty, scientists having  
24 difficulty, for example, to come to mind, one of the major  
25 companies around here an engineer, lady engineer was in, it

1 mean it's — it's not going to happen immediately.

2 And I don't think I would — I would be  
3 remiss if I told you that it was going to happen tomorrow,  
4 you know, even if somebody said that, look, I've got these  
5 10 jobs at Reynolds, got these thousand jobs at Reynolds,  
6 500 jobs at Reynolds, and we are going to guarantee that we  
7 are going to hire 250 of them black and females, but they  
8 have to meet these certain qualifications to come in on  
9 those jobs.

10 That would be an impossible task,  
11 because one, anyone with those qualifications is already  
12 working and doing well, and you don't have enough  
13 individuals trained in those areas.

14 Now, I think that there are a couple of  
15 things you might want to look at and I think some of the  
16 companies are beginning to look at it now.

17 There is a lot of barriers being set up  
18 artificially by many of the companies, one saying that you  
19 need a bachelors degree in such and such to do this  
20 particular job, and that's not always the case.

21 When you start looking at the skill  
22 sets you find that you may not need a bachelor degree, you  
23 may need a little training beyond the high school level, or  
24 a two year degree and associate level in one of the  
25 community colleges.

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1 was a couple of weeks, she's having problems.

2 See we slide over these things in a lot  
3 of situations where they use cliches to slide over  
4 Afro-Americans. I'm not putting any water — cold water on  
5 a need for additional education, we need additional  
6 education, but what I'm saying that does not — that's not  
7 the whole crutch of the problem, the problem is — some of  
8 the problem is just plain old discrimination.

9 MS. MITCHELL: I was going to ask you  
10 to talk more specifically about the barriers that you think  
11 minorities face in getting employment and really interested  
12 in not only the entry level employment picture, but the  
13 officials and managers in your administrative positions.

14 I think you eluded to some of it being  
15 smaller companies, but we would like to hear each of your  
16 thoughts on that.

17 MR. WALKER: One thing I would like to  
18 say that is when you take a good look at the barriers are  
19 multiple, this report that I talked about that I reference  
20 is available. The 48,000 jobs, you take a good look at the  
21 type of jobs having the people to match what is being sought  
22 is very difficult.

23 I mean how can you make up for the lack  
24 of education and training in such a short time to fill jobs  
25 that are immediately out there, it's impossible to do. I

1 Some of the companies here that I'm  
2 aware of right now have dropped some of their requirements  
3 from bachelor degree level to associates degree level and  
4 have even dropped from associates degree levels down to  
5 having some college or some special training.

6 And some have even gone to the point  
7 now, and this is because of the labor issue too, the supply  
8 of saying we will take you in in an entry level, pay you  
9 entry level wage and then pay your tuition to go on to  
10 school. You come in on a morning shift, you go to school in  
11 the afternoon, or you work the second shift and you go to  
12 school in the morning.

13 Now, some of the — we have a large  
14 tool and die need here in this area, and some of the tool  
15 and die machinists areas are publishing and advertising in  
16 the daily papers that what I've just said his on that level.

17 Transportation is an issue, most of the  
18 jobs being located outside of the center city certainly  
19 cannot help, but repeat again the fact that a lot of the  
20 machinists jobs that I just now talked about are in small  
21 shops, and they are not covered by any law.

22 So you have good old boy, good old girl  
23 networks, most of the time it's just good old boy networks,  
24 it's not the good old girls network, but good old boys  
25 network going on in a lot of these companies. An

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1 opportunity to crack those ceilings or move some of those  
2 barriers has been very difficult.

3           You asked about some of the training we  
4 do, some training at the League, it is more so an  
5 association with the local hospitals.

6           We have a program called Allied Health  
7 Training Program we set up a number of years ago with all of  
8 the major hospitals, Miami Valley, the base hospital, VA  
9 Center, Good Sam, Franciscan System, and one of the things  
10 that I wanted to remark about that program is probably had  
11 the highest placement rate of any programs that we've had  
12 that we operate, and it's also at the highest retention.

13           One of the key ingredients about that  
14 is that the program had a good advisory board, a very active  
15 advisory board of employers from these institutions who  
16 helped to recruit, interview and screen the trainees, and  
17 they came in and taught some of the classes, they interacted  
18 with JTPA to help remove some of the barriers there.

19           We had a minimum reading level that we  
20 had to have individuals to possess coming into the program.  
21 We had to make sure that the training institutions were  
22 sending the right clients and that they could be successful  
23 in going through the program.

24           And then these individuals interned in  
25 the hospitals, and they were hired by many of the hospitals,

1 can take a person with high school, with a pretty good  
2 background in high school and fit most of these jobs, if  
3 they are given that opportunity to get that OJT training.

4           MS. MITCHELL: One of the big questions  
5 we were looking at today was why the public sector seemed to  
6 be doing a better job at recruiting and retaining minorities  
7 and women than the private sector, and that maybe part of  
8 it's I know in the public sector typically unless you're a  
9 professional, positions where you need licenses, degrees  
10 aren't required to substitute with the equivalent  
11 experience.

12           MR. GOODING: I was looking at Jim  
13 Francis when you stated that because in a way I take  
14 exception to that. The government agencies they have their  
15 problems, they have real problems.

16           Now, whether it's federal or state or  
17 county, whatever, in terms of they are no Martin Luther  
18 Kings, I'll tell you that.

19           MS. MITCHELL: I wasn't suggesting  
20 that, I said a better job is —

21           MR. GOODING: We have problems with the  
22 State, let me start at the top, feds, the state, the county  
23 the local governments, in terms of maintaining minorities.  
24 We still got those lily white allies in government, whether  
25 it's feds or state or on down the line.

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1 those people are still in the hospitals, moved up career  
2 ladders, that is an example and it is nothing but a school  
3 to work, that's all it is.

4           It's a school to work program that is  
5 not at a high school level, but at an adult level and  
6 individuals that make up that population are public aid  
7 recipients that have not been working for a long time in  
8 their life. Many of the individuals were in their late  
9 20's, mid to late 30's, mostly female.

10           MR. GOODING: I truly concur with what  
11 Willie has said, specifically in the terms of establishing  
12 the standards for the jobs.

13           A lot of times the standard is  
14 established in a way that does not fit, it does not fit the  
15 job, it's kind of a deterrent selecting who they want to  
16 select for the job, similar to what they did in Mississippi  
17 back in the early days in terms of how people, you know, you  
18 have to count the number of bubbles in the soap before you  
19 can put it in the water.

20           That's similar, not what — but similar  
21 to some of the things to how they established standards.

22           We find that what we call OJT, on the  
23 job training will fit most of the jobs if given the  
24 opportunity.

25           We find that attitudes being a lot, you

1           They may be doing a better job, but  
2 it's so minute, private industry, in my opinion, has moved  
3 forward compared to way back, quite put prudently, in terms  
4 as of not good, but they have moved forward.

5           The government agencies we still fight  
6 them every day trying to improve the minority and we find  
7 this also specifically the federal agencies as a revert,  
8 they are going in the other direction as far as minorities  
9 are concerned.

10           We find that with the State, counties  
11 and cities, they are less, they are more or less on a kind  
12 of an even keel, you know, they are kind of at a stand still  
13 is the word I should use.

14           MS. RAMOS: We heard about different  
15 intern programs, apprenticeship perhaps and I wondered is  
16 the Chamber ever contacted about some of the opportunities  
17 for workers in these internship programs, students in  
18 internship programs, workers for apprenticeships, anything  
19 like that?

20           MR. LUQUE: I've been the president of  
21 this organization for going on two years now, prior to that  
22 I served in other officers capacities on the Board of  
23 Directors, to the best of my knowledge, no, sir we have not  
24 been contacted for, am I aware through my younger officers  
25 and predecessors speakers expressed that there has been any



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1 contact for any training, education, or for that matter to  
2 even fill in any job position.

3 The one clear example that — instant  
4 that I remember, because it's the one and only, is that Bank  
5 One contacted us within the last two weeks and only looking  
6 specifically for people that would have bilingual  
7 capability, so they were looking for a specific person, an  
8 individual that could serve with their international banking  
9 or helping foreign depositors that would be or businesses  
10 that would be coming into the area wanting to do business  
11 with them.

12 Where the ability to speak a second  
13 language in this case, Spanish, obviously was the key, and  
14 the one and only thing aside from any other training or any  
15 other knowledge that they might have to have to discharge  
16 their capacity, if they were cashiers or auditors or CPA's  
17 or public relations people, what they were looking for.

18 MS. MITCHELL: Were you able to help  
19 them with it?

20 MR. LUQUE: I pass along the request to  
21 two or three other individuals that I knew of, but I don't  
22 know that anything ever come up for it.

23 MR. GOODING: I would like to go back  
24 to the government thing.

25 MS. MITCHELL: I must have hit a nerve

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1 knowledge of how you formed this position?

2 MR. GOODING: I formed this position  
3 because we refer a lot of our cases.

4 MS. RAMOS: Mr. Gooding, could you  
5 please speak into the microphone.

6 MR. GOODING: I'm sorry, very sorry.  
7 We refer a lot of our cases to agencies like the Ohio Civil  
8 Rights agencies, which in case — which in turn some of them  
9 will refer them to organizations like EEOC.

10 The number of cases that we refer to  
11 like the Ohio Civil Rights Commission, I'm just using them  
12 as an example, everything — almost everything, most of the  
13 cases you get back no probable cause, no probable cause, and  
14 then in our opinion a lot of these cases have merit, it  
15 seems that they are using a rubber stamp to say no probable  
16 cause.

17 MS. RAMOS: Mr. Gooding, I work two  
18 hats, the Ohio Civil Rights hat as the Commission, and  
19 we've discussed this in part too, and I understand what  
20 you're saying. I think what we found even when we sense,  
21 and that includes even our directors and investigators, we  
22 know there's discrimination, we know what has happened, but  
23 it's the preponderance of evidence that we must prove that  
24 really stumbles us.

25 We have found discrimination many times

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1 or something.

2 MR. GOODING: Right at the present time  
3 we are trying to improve the employment of police and fire  
4 within the City of Dayton, the county, because we have the  
5 — we don't have the representation.

6 It does bother me the fact that people  
7 get the perception that the government is doing better than  
8 industry is, they are not.

9 MS. RAMOS: Clifford, you had a  
10 question.

11 MR. SAVREN: Yes, it was to Mr.  
12 Gooding, it relates in part to what you are saying now and  
13 what you said earlier, I can't quote you verbatim, I want to  
14 clarify what you said, essentially I think you made a very  
15 serious charge there are state and federal agencies set up  
16 to combat discrimination in employment and other areas are  
17 not doing their job and essentially attempting to do only  
18 the minimum that's required of them, did I accurately  
19 paraphrase?

20 MR. GOODING: You accurately stated  
21 what I said.

22 MR. SAVREN: Would you agree it's a  
23 serious charge?

24 MR. GOODING: It is very serious.

25 MR. SAVREN: Can you give some

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1 now has become more subliminal, a little easier to cover up,  
2 and with the restrictions we have in our law, it is more  
3 difficult to prove it even though within ourselves know and  
4 it's a frustrating thing to sit there and say I know darn  
5 well this guy did it, but we can't prove it, and I think  
6 that's unfortunately is a shortcoming within maybe the laws  
7 or rules that we have to live by.

8 MR. GOODING: Well, of course in our  
9 situation it is our conclusion that a lot of times that  
10 whether if an investigator from these agencies, because they  
11 have subpoena power, they can go out and say check Willie  
12 Walker's records and if Willie Walker is not doing the job,  
13 I mean these allegations made by these folks, they can  
14 correlate these allegations and they don't do it.

15 They don't do it, and they are not  
16 going to provide them to us, because we don't have subpoena  
17 power, but they will provide them to these agencies that has  
18 this subpoena power and that's the problem, part of the  
19 problem, so that's my serious charge.

20 MS. RAMOS: I have a question for Mr.  
21 Luque. Does the city furnish any statistics on Hispanic  
22 employment, on Hispanic — we had OFCCP here for contract  
23 compliance, do you have any statistics for this area within  
24 your chamber?

25 MR. LUQUE: No, I don't.

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1 MS. RAMOS: Are you furnished any -- do  
2 you have any or you just don't have any?

3 MR. LUQUE: We really haven't asked for  
4 any, but none has been offered.

5 MS. MITCHELL: Mr. Walker.

6 MR. WALKER: I had a comment to make.  
7 The very group that you're collecting information for is  
8 really where it emanates from, the federal level.

9 All of these changes in the law, the  
10 Supreme Court decisions, have made the fact that you have to  
11 have so much information, you have to be able to prove this  
12 in certain cases, has created such a barrier that  
13 individuals that are being discriminated against rightfully  
14 so have good charges, have become frustrated enough that  
15 they won't even bring it up, as a matter of fact.

16 Now, these things have created serious  
17 barriers and have allowed those employers that desire not to  
18 play fair to have just the open playing field, I mean they  
19 are just operating and working without any feelings or any  
20 problems of being called on the carpet or anything.

21 And we talked a little bit about that  
22 with the small businesses, you asked a question earlier that  
23 never got answered about managers, in areas where I found  
24 where companies have done well in the affirmative area, even  
25 when you're talking about government and so forth, it has

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1 anything specific, she did mention Urban League.

2 MR. WALKER: I don't have anything  
3 specific, I can get information and share it with you if you  
4 care.

5 MR. CHOI: Mr. Walker and Mr. Gooding,  
6 we know very well this particular region of Ohio is a very  
7 tough, tough area for minorities, just one good example  
8 every Christmas time all this white Ku Klux that brings the  
9 white cross in Cincinnati Square, Fountain Square and  
10 there's something going on in this region, no question about  
11 it.

12 And Alex Luque and myself as an  
13 architect, when we go to Sinclair College they say you  
14 belong to 15 percent, that means we're not give you any  
15 project, we'll give you 10 percent, if we give white  
16 majority architects work for us, they don't always say that.

17 When we go to Wright Patterson we are  
18 not going to hire minority architects, because they give us  
19 headache, they openly say that.

20 MR. WALKER: They say that at Wright  
21 Pat?

22 MR. CHOI: Of course, that's the kind  
23 of world we're living in in this area, very, very tough.  
24 Under work we can all bring this some way to improve and  
25 make better living place in this country is a big test.

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1 been pushed from the top all the way down to the managers,  
2 it was all through the system, whoever was the director, the  
3 head, if it was on the base, if the general said that we  
4 wanted this done, and he made sure that he held the office  
5 of personnel, a civilian personnel to task on it and then  
6 carried it all the way through the manager it got done.

7 Same thing happens if you're in the  
8 company, if it's a part of the manager or the director's  
9 responsibility they are going to be evaluated on it, then  
10 it's going to get done, they are going to find ways to find  
11 people that they can bring in, they are going to be creative  
12 to come up with programs that will fit their guidelines, it  
13 is a matter of effort and sensitivity on their part.

14 MS. RAMOS: Do we have any other  
15 questions?

16 MS. JURKIEWICZ: The representative  
17 from Monarch Marketing had indicated that its working with  
18 the Urban League, Mr. Walker, do you have anything to say on  
19 that?

20 MR. WALKER: We work with a lot of  
21 organizations, Monarch Marketing may be one of the entities  
22 we're working with, yes, they have a good presence out in  
23 Miamisburg and also I think they have an entity through one  
24 of their mergers in Huber Heights.

25 MS. JURKIEWICZ: I wondered if you had

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1 And this hearing will help some fact  
2 findings and hope we can bring some edge to show that we are  
3 really living tough place in this country.

4 MR. WALKER: You know the only time we  
5 found where you get some relief is when you got a situation  
6 where it's consumer sensitive, and I'm saying the fact that  
7 my dollar is the same and you create a situation where that  
8 money can travel somewhere else, and that you say that to  
9 the individuals along there, then, you find some willingness  
10 to listen and some willingness to find ways, but in areas  
11 where you find that that's not so easy to arrange, it is  
12 very difficult unless you have a commitment from top, and  
13 there's sensitivity at the chairman or CEO's level and  
14 moving it down further with the managers and managers that  
15 are being held responsible.

16 MR. GOODING: I certainly agree with  
17 you. For a classic example, at the beginning when they  
18 first brought 112.46, that's an executive order that you  
19 could utilize it and get some resolutions, but after they  
20 watered it down so bad, it's just a piece of executive order  
21 sitting there that you can find loop holes in it for what I  
22 say violates my rights, so.

23 And white folks didn't do it all, some  
24 black folks helped rewrite it to the point that it got to be  
25 where it was almost nebulous in terms of executive orders,

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1 but at the beginning when the guy who first wrote that  
2 order, it had teeth in it, and you could get things done,  
3 you can't now.

4 MS. RAMOS: Any more questions? If not  
5 we'd like to thank you for coming down, it's been a very  
6 interesting day, very educational day for all of us hearing  
7 what the conditions have been told us and some of the  
8 things we hear from you are not quite the same story, if we  
9 all work together there are more opportunities.

10 They were talking about the labor  
11 statistics unemployment at 3.8, and you know that sounds  
12 relatively low, but I guess you've got people out there  
13 unemployed that don't have an opportunity at all.

14 We thank you very much for coming. You  
15 will be provided with copies of the report after it's all  
16 finally put together, but it takes a long process, but it  
17 will come about.

18 We're now in public session, and I  
19 don't believe we have anyone that will address us, so with  
20 that we'll adjourn the meeting.

21 (Thereupon the Hearing was adjourned.)

22 ---

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CERTIFICATE

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1  
2 I, Cheryl D. Edwards, do certify that the  
3 foregoing is a true and correct transcript of the  
4 proceedings taken by me in this matter before the Ohio  
5 Advisory Council to the United States Commission on Civil  
6 Rights, on Thursday, June 11, 1998, and carefully compared  
7 with my original stenographic notes.

8

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Cheryl D. Edwards Professional  
Court Reporter.

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 2 <\$>  
 3 \$1,800,000: 26;11  
 4 \$100,000: 126;5, 126;7  
 5 \$4,000: 139;21  
 6 \$49,000: 83;7  
 7 \$50,000: 64;11  
 8 \$5000: 97;22  
 9 \$70,000: 129;25  
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 6 159;3, 171;5, 183;15  
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