

Submitted by:

ADOLPH HOLMES,
Associate Director, Economic Development and Employment.

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LOS ANGELES URBAN LEAGUE REPORT

(MDTA-OJT Project-Contract CA-J-72, July 1, 1965-September 30, 1966)

To keep in step with a community's problems and effect their solution is the real foundation for both healthy community development and good orientation of residents—old and new—to "A Better Way Of Life."

(Dallas A. Martin, project director, February 15, 1967)

OJT IN ACTION

The Federal Government under the provisions of the Manpower Development and Training Act (MDTA) of 1962 offers help to employers in the development and cost of On-The-Job-Training Programs. The Act was created primarily to give job skills to the unemployed, the underemployed and those workers whose jobs are affected by a changing technology. Its method of providing training for a specific job under actual working conditions points up a very real advantage. Most programs directed toward disadvantaged groups offer training in skills considered useful in obtaining employment, but OJT is actually geared toward direct employment of such individuals. *It will result in not only a trained individual but, more important, an employed individual.*

The Los Angeles Urban League MDT-OJT Project of 1965-66 has been considered successful. This is supported by the fact that it did exceed its goal of 400 training slots. Even though this quantity can be considered minute when compared to the total unemployment problem, it was not achieved with ease and non-chalance. On the contrary, many obstacles were encountered in the developmental stage. Industry's understanding and acceptance of the program had to be assured and resistance to Federal involvement overcome.

It became apparent early that the careful selection of staff and a proper choice of the initial contact person would play an important role in our success. The former *must*, through previous experience and/or specific training, be so orientated as to assure a good understanding of industry personnel problems. The latter *must* be one in a policy making position with broad authority in employment, to assure an objective evaluation of the OJT Project. Unless both factors are given proper priority, affirmative action will be seriously delayed and oftentimes never achieved.

Since August 18, 1965, the Los Angeles Urban League has spent much effort in overcoming various typed of opposition, particularly that type conveniently identified as an OJT encroachment on company hiring policy. It is simple enough to point up what OJT will do for the underprivileged person, but what it will do for the employer is also vital and must be effectively presented by the OJT Developer.

In consideration of the aforementioned facts, the writer submits the following as points to be remembered when attempting to overcome certain natural or subtle employer resistance.

Do limited categories actually exist for employee on-the-job-training?

Often the initial company resistance lies in their tendency to suggest that this type training is applicable to a very limited number of job categories. However, experts agree that any type organization thrives on a good balance of trained individuals. Therefore, the need to provide for OJT type training in all occupational areas cannot be over-emphasized. It is extremely important that the OJT Developer explore the needs within each job category (maintenance, sales, production, accounting, clerical, etc.), and be ready to recommend the appropriate effort. Once equipped with a broad prospective, he will not become discouraged when faced with that problem, real or constructed, identified as occupational limitation. On the contrary, he is able to pursue all areas of possibility and clearly point out both the advantage and importance of OJT to a company's growth.

Can values under OJT be considered as twofold?

Whenever and wherever new personnel is required, the emphasis is usually placed on careful selection, with provision that it be followed by appropriate