

training. When occupations are properly analyzed and standards devised, the company is provided with a basic guide for the choice of applicant. Certainly such careful screening deserves to be followed by a dynamic training process. It has often been stated that, "the authority to supervise includes the ability to teach." Because many supervisors are found to be deficient in teaching "know how," On-The-Job-Training Programs can do much to remedy this situation. Under such a program, the supervisor is provided with a teaching responsibility and must proceed in some formalized fashion if he is to achieve the desired result. Bearing this in mind, the OJT Developer is provided with a tool which can adequately point up the value of OJT to the employer, both in the existing supervision areas and new employee situations.

Can the employer afford a passive attitude toward OJT?

The recruitment, selection and training of personnel at all levels of occupation are vital factors in the good development of any organization. However, the training responsibility might be considered of greatest importance, as it will result in the type specialist required in today's highly functionalized industries. Specialization of occupational tasks in industry have reduced considerably the scope of work, so that the latter embraces only a small phase of the entire work process. It follows, therefore, that the knowledge and ability required for satisfactory performance is reduced and this gives persons having less academic training and no skill an opportunity to do work which formally demanded a higher grade of labor. It is extremely important that the OJT Developer be prepared to inform a company that it can readily fulfill its training objectives through the use of OJT. Also, by participating in this Project, the employer is eligible to receive reimbursement money to cover a percentage of his training cost—a very real and practical incentive.

The foregoing is an attempt to give emphasis to certain of those underlying management reactions which, unless explored, prove to be formidable barriers to affirmative OJT action. Yet, when presented in proper perspective they provide a meaningful approach and will do much to open the door of opportunity for the unemployed, underemployed and those whose jobs are affected by changing technology.

OJT RESULTS

The statistics to follow do point to gratifying development underlying the Los Angeles Urban League MDTA-OJT Project. Although our efforts managed to reach only a small segment of that group known as underqualified, the results show that important On-The-Job-Training objectives can be met. Also, those individuals reached, who are continually bypassed during all stages of economic progress, experienced within our prosperous society. Because these persons *deserve* and *must* be given the chance to enhance their opportunity to enter in and remain in so competitive a labor market, any meaningful training is a positive action.

Persons whose formal education does not reach beyond the high school level have the greatest difficulty qualifying for employment. This is most certainly an acute problem when 1964 statistics reveal that the non-white unemployment rate for high school graduates stood at 21.1% and this is compared with 9.6% for whites. It will be noted that our Project did render a service to the group in question, as those with twelfth grade or less education comprised of 68.5% of the total trained. Refer "Project Characteristics" data.

This Project also contributed to an improvement in income which is important, when realizing that income deficiency will always result in increased public assistance—a problem of great concern to us all. In 1959, the median income for white workers in Los Angeles was \$5,465 and for Negro \$3,599. It has been estimated that should we raise the Negro level to that of white, we could more than double the Los Angeles rate of economic growth. Certainly it is agreed, upon viewing "Income Patterns" data, that those served were at least provided with the opportunity to begin their rightful contribution to the Los Angeles economic and social well-being.

A glance at "Occupational Patterns" data will show that there exists a noticeable lack of concentration in the low-skill job areas. Undoubtedly, the OJT Project did much to find those being served a place higher on the job ladder. This is important, as we must continue to strive for a more balanced pattern of occupational level between non-whites and whites. A 1960 study in Los Angeles revealed that among male professional, technical and kindred workers, whites averaged 15.4%, Negroes 4.9%. Whereas, among laborer groups, whites totaled 4.7% and Negroes 14.1%. An adjustment in this pattern is necessary, if we ever expect