

from a fellow who seems to me to have some of the most objective views and that is Sol Levitower. I have seen some stuff from him on the Job Corps which I find immensely helpful.

Chairman PERKINS. You do not handle this type of youngster at Equitable Life?

Mr. ROBIE. What type do you mean?

Chairman PERKINS. One lacking in basic education. Most youngsters you employ are graduates or have had some high school.

Mr. ROBIE. Most of the youngsters we employ have graduated from high school. We are now, as I have indicated, beginning to employ some numbers both in the special program and to some extent beyond it which I did not mention, who are, in our judgment, seriously deficient in basic education, so I would say we are employing youngsters with deficient education and with the statement Mr. Gibbons just made I suppose some of the children we are employing are different from some Job Corps kids.

If you took the average quantity and standardized them that way, there may be a difference.

Chairman PERKINS. Up until recently you have always screened them to try to get the best personnel in your recruitment?

Mr. ROBIE. This is correct. Even with our best screening we have taken kind of a cross-section. The market is pretty competitive. And I did not mention this earlier, one of the reasons for our experimenting in one way we have is kind of selfish. We have a problem of getting this low-level, very boring, uninteresting competitive work done. It is a paper factory. We also have a problem of creating a pool to promote people to technical levels.

One of our fears was we would put so much emphasis on the promotional pool that we were putting youngsters into these lower level jobs that were highly underqualified and this was contributing to high turnover and cost problems.

One of the interests in our dropout problem was to see in taking less-qualified youngsters for the lower level qualified jobs which would not be as promotional might be more efficient.

I didn't want to leave the impression we were taking a uniform level of youngster. We have had sort of a cross-section in recent years.

Mrs. GREEN. In regard to age, what age bracket would you think that this kind of a program would be best suited for? How young do you take them?

Mr. ROBIE. If I recall the title 4 correctly, it seems to me it was 16 to 22. I, frankly, have not given much thought to the age question. That sounds reasonable to me. I guess that is all I really ought to say. It has potential beyond that, and Mr. Gibbons brought that out, the possibility of extending this principle to adults, say, people from farm areas or miners.

It seems to me that is promising but we were directing our thoughts and the industry corps seemed to be the problem of the kids and if you are going to do that you have to have some brackets.

Mrs. GREEN. If this has been discussed before I will read it in the transcript.

What age do you have?

Mr. ROBIE. The youngsters in our experiment?