

percent because it is hard to get those employees. Now, generally speaking——

Mr. MYERS. What do you mean hard to get employees?

Mr. O'NEAL. You can hang up signs in the stores, and to get qualified people, to get them to come in and put in applications it is not so easy.

Mr. MYERS. In your so-called poverty areas it is easy there, isn't it?

Mr. O'NEAL. Not as easy as you think.

Mr. MYERS. Well, they are looking for jobs.

Mr. O'NEAL. We hire them.

Mr. MYERS. Are they looking for jobs or not?

Mr. O'NEAL. Well, I think they are just like all the rest of us, we are all human beings, some of us want to work a little harder than some of the others and some of us don't. I don't think that has anything to do with race, color, creed or——

Mr. MYERS. I would rather be at a football game this afternoon, but I am concerned about the problem.

Mr. O'NEAL. Now, we had quite a problem. We went to Mr. Norman Saigh of the Human Development Corp., and we recognize him as being in the educational field. At the time we first became acquainted with him was 3 or 4 years ago. At that time, I believe——

Mr. Saigh, are you here anyplace?

Mr. SAIGH. I am here.

Mr. O'NEAL. You were the principal, I think, at Kinloch?

Mr. SAIGH. I was the job coordinator for the Ford Foundation project.

Mr. O'NEAL. That's right.

Within the last year, and through this gentleman, we have asked him to search out people, especially young men and young ladies, and I say young, anything under 45 is young as far as I am concerned.

Mr. MYERS. Yes, that is right.

Mr. ROSENTHAL. That is right.

Mr. MYERS. You are sure right on that. Nobody is going to take exception to that.

Mr. O'NEAL. And during the last year we have had quite a problem in acquiring cashiers, so with the help of Mr. Saigh, and we have a checker-trainer——

And Mrs. Esterlene Hayes, would you please stand up? And this lady has worked for our company how many years?

Mrs. HAYES. Ten years.

Mr. O'NEAL. She is a very highly capable, qualified cashier. She trains all of our checkers. We have a school underneath our office, and through her hard efforts and Mr. Saigh's help and our personnel department, we bring in a group of six, maybe eight young Negro gals and we start from scratch. We pay them, and we made this arrangement with, in case anybody would wonder, we made this arrangement with the sanction of the Retail Clerks Union. Is that right, Mr. Rand? You are around here some place.

Mr. RAND. That is correct.

Mr. O'NEAL. We paid them \$1.40 an hour while we trained them, and we start from scratch. We tell them what kind of shoes to wear, we tell them what is maybe proper dress, how do you get back and forth to work, and Mrs. Hayes trains these girls, and some of them—— we pay them while we train them.