

February 3, 1969

Mr. Joseph B. O'Shields
Senior Vice President
North Carolina National Bank
Post Office Box 120
Charlotte, North Carolina 28201

Dear Joe:

Thank you for your letter of January 29 and the interest and energies that you have and are giving to the CEP effort.

I am in full agreement with your views on the Job Developers employed by the Employment Security Commission. In addition, I appreciate your awareness of the sensitive nature of my position in attempting to influence ESC's decisions on personnel selection. Mrs. Linda Anderson has resigned her position effective January 31, 1969. It was my opinion that she was competent but in the wrong position with ESC. Of greater importance, a position for a Job Developer is now open and possibly I can influence ESC to hire the kind of individual that we feel can best fill this important job.

Thank you for initiating the meeting that we had with Bill Ficklen. I am looking forward to seeing you and having a successful meeting on the 10th at 3:00 p.m.

Sincerely,

Hoyle H. Martin, Sr.
Director
Concentrated Employment Program

HMM/mj

PROBLEMS IN MOTIVATING THE HARD-CORE

"What most hard-core workers are after is fundamental: a good income, a steady job, and the opportunity to move ahead. If the job pays little more than welfare, or if the hard-core employee can make much more "hustling", his motivation will probably not be strong enough to keep him working. On the same score, if the newly hired employee gets the impression that he will have little chance to move from his entry-level job--that it is essentially dead-end--his latenesses and absences are apt to increase. Like the rest of us, he wants work that is meaningful."

-- Urban Affairs Division,
National Association of
Manufactures, 1968

The question is often asked, "how do you motivate people?" The answer is, "you don't." It is the conditions of the individual's environment that motivates him to act in a particular way. If, for example, the rewards of work are good pay, opportunity for advancement, security, status, and power, then the individual will work. Furthermore, if the individual is expected to work he will work, that is, one's motivation to work occurs only in a framework of expectation. If there is no expectation, there will be no work performed. If the hard-core disadvantaged worker considers his work situation as something in which he is expected to fail, he will hardly be motivated to stay on the job.

Too often the environmental conditions needed to motivate people to work are absent. In the place of these conditions are barriers that impede motivation. Among these barriers are unrealistic qualifications for getting a job, race, sex and age discrimination, little opportunity for advancement from an entry level job, low substance level wages, the knowledge of being the last to be hired and the first to be fired, the belief--whether true or false-- that the employer tests are designed to screen them out of jobs, the apparent failure of personnel people to understand the hard-core individual's behavior during the employment interview, and the failure of society to recognize the dignity of all labor.

Finally, hard-core disadvantaged people lack motivation to seek work results from failure of our schools to provide them with proper vocational guidance and a sense of self-pride. These facts, coupled with a failure to see successfully employed individuals in their homes or community impairs one's self image and impedes motivation. The hard-core unemployed have never been taught that learning and rewarding employment usually come as a result of a long hard process. This is especially true for adults with poor educational backgrounds, hostile attitudes and low levels of motivation.

Lastly, minority group people often lack motivation because many employers, no matter how liberal and sincere, too often consider them for employment primarily on the basis of their minority status not on the basis of their qualifications for the job.

In conclusion, let us read and understand well the words of C. Virgil Martin, President of Carson Pirie Scott Company of Chicago, Illinois:

"We must stop thinking of the Negro, the drop-out, the unemployed, and the unemployable as nameless statistics. They are potential wage earners, taxpayers, customers and a rich source of energy, innovation, and contribution to our communities. To write them off as 'hopeless' or content ourselves with 'paying off' with welfare subsistence would be folly - it would be to cheat ourselves of their potential contributions."

This statement expresses well the kind of thinking that management, educators and society in general must adapt if we are to create the environmental conditions necessary to motivate the human resources that could increase our Nation's gross national product by \$14 billion per year.

Hoyle H. Martin, Director
Concentrated Employment Program

February 10, 1969

NORTH CAROLINA
NATIONAL BANK



JOSEPH B. O'SHIELDS
SENIOR VICE PRESIDENT

POST OFFICE BOX 120
CHARLOTTE, N. C. 28201

January 29, 1969

Mr. Hoyle H. Martin, Sr.
Director
Concentrated Employment Program
112 South Summit Avenue
Charlotte, North Carolina

Dear Hoyle:

I am concerned with the relative lack of success in placement of CEP trainees into jobs; and, the publicity given our program in recent editions of the Charlotte Observer certainly did nothing of a positive nature towards resolving the problem. I want to offer some comments about another factor which I feel is contributing in some measure to the lack of success of the program. It is my conviction that the Job Developers assigned to the project by the Employment Security Commission office are not, and will not be effective, so long as they are females. This observation reflects no prejudice on my part, but is a strong belief that females will not work effectively with the various personnel and employment representatives of business and industry in the placement of hard-core Negroes into jobs. It is possible that this ineffectiveness results from traditional prejudices, and possibly to a lesser extent to the mix of your CEP enrollees. I believe that a male, age 35 or older, would experience more success in working with the personnel people in the private sector. In fact, I believe that a qualified Negro male could do this work better than anyone else (but where will you find them?).

I recognize the sensitive nature of your position with respect to your close working relationship with the E.S.C. personnel, so for that reason if you want to pass along my remarks you may feel free to do so. My only request would be that you emphasize to Don Hudson and others that my criticism is in no way a personal criticism of the personnel already assigned to the position of job developer. In fact, I have a very high regard for Mrs. Anderson and believe that she has been as successful as is possible under the circumstances.

Mr. Hoyle H. Martin, Sr.
Page Two
January 30, 1969

I appreciated your taking the time to visit today. It is important, I believe, that the channels of communication between us be open at all times, and that an atmosphere exist in which each of us feels free to offer constructive criticism. I look forward to seeing you on the 10th at 3:00 for meeting with the personnel people.

Cordially,


Joseph B. O'Shields

JBO'S/ngc

Job Placement Time Extended

CEP Must Place 1,200 By Aug. 31

By DAVID GELSANLITER
Observer Staff Writer

Charlotte's \$2-million Concentrated Employment Program has been granted more time to put the city's hard-core unemployed into good jobs.

CEP had been slated to place 1,200 by June 30.

Now it has until Aug. 31, either to put them in jobs — or in training leading to such jobs.

The postponement was granted by the U.S. Department of Labor, CEP director Hoyle Martin said Wednesday.

It became necessary because of delays experienced in getting the Charlotte program under way.

The postponement won't cost the taxpayer more money, Martin added.

He met Monday with representatives of three dozen Charlotte employers.

The meeting was called by Joe O'Shields of the Chamber of Commerce's manpower committee.

Martin stressed to the group that the business community had been cooperating in providing jobs for the CEP program.

But in the ensuing discussion, it became clear that problems on communication still remain.

One problem worrying some employers was CEP's continuing insistence that jobs provided have potential for advancement.

A second problem was the feeling expressed by Martin that although top company officials had agreed to participate in CEP, the word hasn't always filtered down to hiring officers and supervisors.

A third was confusion on the part of employers about who at CEP headquarters they should call when they had job open-

See U.S. Page 16B, Col. 1

TO AUGUST

U.S. Sets New CEP Deadline

Continued From Page 1B

ings—and how soon thereafter a CEP graduate would show up.

Martin replied that John Thomas of the Employment Security Commission was the man to contact.

He added Wednesday that as of Feb. 11, CEP had recruited 599 persons—466 men and 133 women. Thus far, 99 of these have been put in jobs, and about 35 per cent of them are still working, he said.

Martin added that an additional 90 have been put through initial orientation and are waiting to begin 34-48-week training programs at Central Piedmont Community College.

He said he didn't have readily available figures on numbers of jobs currently open for CEP recruits who are ready for them.

He added, however, that after Monday's meeting representatives of quite a few companies had come to him and pledged their support.

Job Project Will Come Within 10% Of Goal—Verna

Continued From Page 1B
Commission (ECS) didn't sign
its contract until December 1,
though CEP got under way
Oct. 7.

The ECS has responsibility

for job development, employ-
ment and job coaching.

Moreover, many ECS people
on loan to CEP are trainees
... not experienced in this
kind of work, Martin added.

The late start in training at
Central Piedmont under the
Manpower Development and
Training Act also results from
a bottleneck in Raleigh, he
said.

The period between Thanks-
giving and Christmas is tra-
ditionally a slow time for
hiring here according to Mar-
tin.

He added that the business
community's response in pro-
viding jobs had been disap-
pointing, but that this is now
beginning to pick up.

Twenty-five of 72 CEP
graduates now working found
jobs this past week.

Peter J. Verna, chairman of
the Area Fund's manpower
committee and the driving
force behind the business com-
munity's involvement in the
CEP program, said from his
Atlanta business office by tele-
phone that the "business com-
munity was still solidly behind
CEP."

A couple months ago, person-
nel managers of 25 of Char-
lotte's largest companies met
with representatives of CEP
and the Charlotte Chamber of
Commerce. All said their
companies would participate.

Verna predicts that the pro-
gram would still come within
10 per cent of its goal. This
means jobs for 108 of the hard
core unemployed by June 30.

Verna, president of Concrete
Materials here, was appointed
to chair the CAF manpower
committee by Mayor Stan R.
Brookshire. Brookshire wanted
an aggressive businessman to
get CEP started after months
of infighting between the CAF
and Model Cities Program over
who'd control it.

In recent weeks, Verna has
been out of town on business,
returning to Charlotte only on
weekends.

It'll be several weeks more
before he's back in Charlotte
on a permanent basis.

Charlotte Observer

1-23-69

p. 5B

AFTER PROBE

Employment Program To Shut Down 1 Week

Officials To Undergo Training

By BOB ROSENBLATT
and JAMES K. BATTEN
Observer staff writers

Under sharp criticism from U. S. Labor Department investigators, Charlotte's \$2-million Concentrated Employment Program (CEP) will shut down partially next week. CEP staff members, including top officials, will attend training classes run by Labor Department officials from Washington and Raleigh. Recruitment of poor, hard-core unemployed will halt for the week.

The training was recommended by a federal investigating team, which warned last month of "disenchantment, resentment and frustration" among CEP trainees and staff.

The investigators' report, obtained in Washington Thursday, drew a sharp response from the head of the local committee overseeing CEP.

"The report stinks," businessman Peter Verna said Friday.

"It's just a Labor Department attempt to whitewash the (N. C.) Employment Security Commission. They're the ones who made CEP a failure, but the Labor Department won't admit it," said Verna, who heads the manpower committee piloting CEP operations.

The Employment Security Commission is responsible for job development and placement. Although a state agency, it is funded by the U. S. Labor Department.

CEP started here Oct. 7, designed to put 1,200 people into jobs or training by June 30.

An investigating team arrived in January to study reports of CEP difficulties — only 72 people were working.

As of last week, 112 people had been placed in private employment.

After five months of working, most of the CEP staff will get

See EMPLOYMENT, P. 8C, C. 6

The Charlotte Observer

FOUNDED 1886

Saturday, March 1, 1969

Manpower Chairman Defends CEP Goals

By MAMIE ZILLMAN
Observer Staff Writer

Peter J. Verna, chairman of the Manpower Development Committee, said a recent report criticizing Charlotte's Concentrated Employment Program (CEP) misrepresents the facts.

He stressed that the report, which was released last Thursday by the U. S. Labor Department, was not a probe, but a report "to assist in evaluating the program."

Verna and CEP director Hoyle H. Martin defended CEP at a luncheon meeting of the Community Health Association. CEP is a poverty program that brings people and jobs together.

Verna said one of the reasons CEP has had its share of troubles was because one of the "sub-contractors" had not done its share in finding jobs for the hard-core unemployed. The contractor he referred to is the N. C. Employment Security Commission (ESC).

The ESC is responsible for job development and placement. "I'm still very optimistic," Verna said. "We need a manpower program in this city. We're out to get meaningful results."

The report also praised program workers, according to Verna.

"Our recruiting system is probably the best in the whole country. About 70 to 80 per cent of our trainees are male. It's been just the reverse in other cities.

"This is the first time that Charlotte has attempted to attack this problem," Verna said.

"The employers want to put people to work . . . The business community is 100 per cent behind us.

"The trainee's average education level is high, and the age level is surprisingly young. The only conclusion is these people need to be put to work because they're the future of our country."

Martin said CEP's goal is to bring disadvantaged individuals into contact with training so the trainee can support his own needs, and become a taxpayer instead of being tax supported.

"The reason why this is so important is because we are trying to help those who have lost faith in the system of finding jobs. We are attempting to motivate people to believe for the first time that they can get a job."

Martin said one of the disadvantages of the \$2-million program is that trainees must manage on \$29 a week, plus \$5 per dependent. This keeps many prospective trainees from coming to CEP, he said.

Call this special number
before 7:30 p.m. if you have
a News circulation problem.

Charlotte, North Carolina, Thursday, March 6, 1969

SECTION B

Job Unit Not Halted By Training—Martin



HOYLE MARTIN
... CEP Director

Intake Interrupted By 5-Day Staff Tieup

By VIVIAN MONTS
News Staff Writer

Five days of training which members of the staff of Charlotte's Concentrated Employment Program (CEP) are undergoing this week have caused "no real interruption" of the program, CEP's director said today.

The intake portion of the program is the only portion which has been at a standstill this week because of the staff's being in training, Hoyle H. Martin said.

"We still have people in training and job coaches in the field, and we've done some job developing this week," Martin said.

"NEXT WEEK, intake will resume, and the persons who will come into intake next week have already been recruited," he said.

The idea that the staff training program brought CEP's machinery to a screeching halt this week is a mistaken one, as is the idea that the training program was forced on CEP by the U.S. Labor Department, Martin said.

A Labor Department task force studied Charlotte's CEP operation and recently made public a report criticizing the local program.

However, the staff training program "was not instituted as the result of the findings of the task force," Martin said. "This was something we felt a need for even before the task force got here," he said.

He said local CEP officials had requested training assistance from the Labor Department before the task force made its study of the program.

The newness of the concept of putting the hard-core unemployed into training or jobs made training a necessity for the CEP staff, Martin said.

"We felt, and the Labor Department did too, that this was the ideal time for a training program," he said.

"We feel that this training will be of tremendous value in helping us to do a more effective job in the months and years ahead," he added.

The entire staff is receiving intensive functional training this week, according to Martin.

HE SAID the training includes instruction in some of the latest techniques in job developing and counseling for the hard-core unemployed, instruction in innovative techniques in teaching and motivat-

ing the disadvantaged and in improved skills and techniques in coaching and following up trainees and working with employers.

The persons conducting the week-long training program "did not come here with the idea that they have all the answers," Martin said. "Our staff is playing a major role" in the program, he explained.

Martin said the persons conducting the training program are experienced persons with the Washington, D. C., CEP, consultants with the Labor Department in the field of manpower and training, and representatives from local private business and local manpower agencies other than CEP.

CEP was designed to spend \$2 million putting 1,200 of the hardcore unemployed into job training or jobs by the end of its first year of operation.

CEP officials had expected

Continued On Page 5B, Col. 1

Interruption Not Serious—Martin

Continued From Second Front
the program to fall considerably short of its goal before the deadline was extended to Aug. 31. The original deadline was June 30, but the program was five weeks late getting started. With the Aug. 31 extension, CEP now hopes to attain or

come very close to its original goal, Martin said.

As of Tuesday, the program had placed 124 persons in employment, he said.

"THE NUMBER of persons in holding (recruited but not yet placed in jobs or training) has been drastically reduced from a high of 130 to less than 80," Martin said, "and each day, we're placing more of these people into jobs or training programs.

He said that when the number of persons CEP has in training is added to the number already placed in jobs, the total is about 300 persons or one fourth of the goal figures.

"We're confident that CEP is making and will continue to make a valuable contribution to this community in providing it with an untapped labor force," Martin said, "and the community is becoming increasingly receptive to the idea of employing CEP trainees."

CHARLOTTE OBSERVER Thurs., March 13, 1969

ESC Replies To Criticism: 2,000 Hired In 14 Months

By DAVID GELSANLITER
Observer Staff Writer

Charlotte's Employment Security Commission (ESC) released figures Wednesday showing that it had placed nearly 2,000 poor and handicapped people in jobs in the last 14 months.

ESC has been under fire in some quarters for not doing more to prod local companies to honor commitments to hire the hard-core unemployed under Charlotte's \$2-million Concentrated Employment Program.

CEP's objective once was to place 1,200 in jobs by June 30. Now it's to place them either in jobs or in training leading to jobs by Aug. 31. ESC is the

cooperating agency under CEP that's responsible for job development.

ESC director Dwight Leonard commented that the nearly 2,000 men and women placed in the last 14 months are exclusive of those being handled under CEP.

They fall under the ESC's human resources development program, he said. It differs from CEP in three ways.

Jobs provided by employers aren't required to have "potential for advancement."

—Applicants can come from anywhere, are not restricted to Charlotte's inner city (Model Neighborhood).

—Most applicants have had enough motivation to "walk in

the door" on their own. Few were recruited.

These people have found work as busboys and clerks, motel maids and kitchen helpers, cooks and baby sitters, porters and sales people, Leonard's figures show.

More than half were women, under 22, and had less than a high school diploma.

Two-thirds were non-white.

Leonard acknowledges that one problem with his figures is that they don't show how many of these people are still on the job.

But he noted that demand for such people remains strong as Charlotte's labor shortage continues.

Job Potential Motivates Unemployed, Says CEP Director

By VIVIAN MONTS
News Staff Writer

"Jobs such as busboys, motel maids, kitchen helpers, babysitters and porters are not going to motivate the hard-core unemployed unless such jobs have some real potential," the director of Charlotte's Concentrated Employment Program (CEP) said today.

Hoyle H. Martin made the statement in reference to figures released yesterday by the Employment Security Commis-

sion (ESC). The figures showed the ESC has placed nearly 2,000 persons in jobs of the type Martin mentioned.

Officials of CEP have criticized the ESC for not doing more to get local businesses to honor commitments to hire CEP trainees.

"What I'm saying is not a criticism of anything he (ESC Director Dwight Leonard) has said," Martin emphasized. "It's just a fact that there is no up-

motivating people without the conditions for motivation, and those conditions are adequate and decent jobs."

CEP places people in jobs like maid and busboy "only as a last resort," he said. "We have placed people in jobs as laborers, but these are jobs that have some potential for allowing the worker to develop a particular skill—jobs where people have a chance to move up."

"We don't think we would need a Concentrated Employment Program to get the traditional kinds of jobs many of the people we have been dealing with have had in the past," he said.

"Part of the misconception with the Employment Security Commission in the past may have been that they were not certain of the fact that their role under the CEP concept is somewhat different than their

traditional role," Martin said. "CEP aims to create and develop job opportunities that did not previously exist to expand present job opportunities and to open up new entry-level positions," he said.

"CEP job placement is designed to match the skills, potentials and interests of individual participants with the requirements of particular jobs and employers.

"Our job placement services

attempt to place trainees in employment that is permanent, steady, pays a real living wage and has some potential for upward mobility," he said.

"CEP is a whole new approach. Our principal concept is with people, not jobs," he said. "We're concerned with the whole individual. The program is new, different and complex, but we feel we are on the threshold of making tremendous inroads on the community."

CEP Thrilled With Manpower Group

By VIVIAN MONTS

News Staff Writer

Officials of Charlotte's Concentrated Employment Program (CEP) registered sheer delight yesterday when they heard an explanation of what the National Alliance of Businessmen (NAB) plans to do here.

"Why you could be the greatest thing that ever happened to us," CEP Manpower Committee Chairman Peter J. Verna exclaimed to local NAB Chairman Brodie S. Griffith.

Griffith had explained that NAB is an effort to involve top local businessmen in providing jobs for the hard-core unemployed and that it will not compete with or run parallel to any existing similar program.

ONE OF the knottiest problems encountered by CEP—a program for motivating, training and placing the unemployed—has been trying to involve businessmen, Verna said.

Part of the reason for that problem has been that the Employment Security Commission (ESC) workers, who serve as a liaison between CEP and the business community, lack experience, Verna said.

ESC salaries are dictated by

the state and are so low that they do not attract experienced workers, according to Verna.

One businessman talking to another about employing someone who has previously been

unable to find a job, the system NAB proposes, would be much more effective, he said.

Another problem with CEP's programs involving the business community is that CEP can only afford to subsidize on-the-job training programs for about six months, according to CEP Director Hoyle H. Martin.

NAB could fill that gap, too, since it can subsidize on-the-job training for as long as a year, Griffith said.

"What's your goal?" Verna asked Griffith and was told, "To find jobs for 200 in the first year."

"Two hundred," Verna exclaimed. "We can supply 2,000."

HE SAID he saw NAB's role

as locating jobs for CEP trainees and then providing CEP officials with detailed descriptions of the type jobs available.

Griffith appeared agreeable to the idea but said that no concrete plans can be made before John Schweitzer, local director of NAB, returns from a training session on the program, to be held in Washington Monday and Tuesday.

Charlotte joined NAB recently when the organization was expanded from 50 to 125 cities at the request of President Nixon.

The organization has been highly successful at finding jobs for the hard-core unemployed around the nation.

CEP Filling Jobs At Record Rate

50 New Positions Are Found

By VIVIAN MONTES
News Staff Writer

Since the staff of Charlotte's Concentrated Employment Program (CEP) received training by U. S. Labor Department officials, they've been developing jobs and placing individuals at a record rate.

The training program for the CEP staff lasted only one week, and in the three-week period since, CEP has developed more jobs and placed more people than ever before in a three-week period, Director Hoyle H. Martin told The News.

MARTIN SAID CEP job developers had succeeded in finding a need for more than 50 new jobs in the past three weeks and that 51 persons had been placed in jobs in that same period.

Exact figures for similar periods were not available, but Martin said the recent figures are "far greater than previous figures."

Martin said job placement "has picked up tremendously because our job placement people are better equipped to do the job" after the week of training.

THE CHARLOTTE NEWS

Charlotte, North Carolina, Thursday, April 3, 1969

More rapid placement "can be attributed partly to additional skill" in working with trainees, which the staff received during the Labor Department training program.

"We were improving ourselves anyway, but much of this success can be credited to the staff training," Martin said.

The Labor Department officials conducted the staff training program in early March after a report by a department task force indicated weaknesses in the local operation, but Martin said CEP officials here had requested the training before the task force visited Charlotte.

At the time, CEP was thought to be falling woefully short of its goal of employing 1,200 of the hard-core unemployed by Aug. 31, but Martin says he is confident now the goal can be reached.

In early March, with six months to go, CEP had placed 124 persons in jobs.



Hoyle Martin, John Belk And Robert Person

... Different Views About Usefulness Of Program

Employment Service Won't Support CEP Trainee Jobs

Continued From Page 1C

"prime deliverer of CEP services."

The Labor Department would have to issue a special set of guidelines applying only to Charlotte in order for the local program to continue without ESC, he said.

Person said a Labor Department memorandum had increased the mandatory role of

ESC, giving it responsibility beginning with the new program year for CEP's recruitment, assessment, and intake operations, counseling, job development and job coaching.

"As far as I understand it now," Person said, "withdrawal by ESC would mean the end of CEP here."

But Person questioned

whether ESC could withdraw and "run away from the situation." He said he didn't know whether the state agency was independent enough to make good such a decision.

No Labor Department official was immediately available to answer this question or the question whether CEP could continue without ESC.

Person said he was disappointed at the ESC decision. "I would have hoped we could sit down together and try to resolve differences so we could help the people we say we are all interested in trying to help."

12-20-69

The Brass Tacks Of The CEP Struggle

These are some of the points made in Friday's statement by Employment Service Director Alden P. Honeycutt, together with some of the responses they elicited from local officials.

Honeycutt: "The Employment Security Commission would be the first to admit that due to the constraint of Merit System Regulations it has not the flexibility in matters of personnel to enable it to maintain a complete, well-qualified staff in the Concentrated Employment Program."

CEP Director Hoyle Martin: "Mr. Honeycutt in his remarks confirms what I have been saying: that the merit exam is an inadequate tool for determining the kind of people to work in CEP."

Honeycutt: "The Agency (ESC) is gravely concerned by the charges of 'falsification' of records as alleged by the CEP director. . . These charges will be thoroughly investigated and should they prove unfounded the individuals charged will be publicly defended. . . Should there . . . be evidence of such falsification, or negligence in supervision, necessary corrective action will be immediately taken."

Martin: "I have said publicly on at least three occasions that I did not believe there was any deliberate attempt to falsify records."

Honeycutt: ESC "must charge" Martin "with dereliction of duties if he was in fact dissatisfied with the performance" of ESC personnel "for failure to call this to the attention of the State Agency prior to Dec. 2, 1969."

Martin: A complaint was made "early in November," within two months after ESC appointed a new man to head the local operation.

Honeycutt: "For many months the Employment Security Commission has been concerned by the lack of evidence of constructive support of leadership. . . As of Sept. 30, 1969, after one year of CEP operation" Mayor John M. Belk's store "had employed only three CEP trainees in permanent jobs and four in temporary jobs."

Belk: The figures are probably correct. "That's what we've been getting at." CEP hasn't been training people for the kinds of jobs that local employers have to offer, and the effort to change the ESC role is a result of concern over this situation.

Employment Service

Won't Support CEP

May Mean End Of Trainee Program

By BRADLEY MARTIN
Observer Staff Writer

The N.C. Employment Service, under fire for its role in Charlotte's Concentrated Employment Program (CEP), announced Friday it was withdrawing from the program.

The withdrawal, if permitted, may mean the end of CEP here.

Announcement of the withdrawal was included in a five-page typewritten statement by Employment Service Director Alden P. Honeycutt, hand-delivered to local newspapers by Charlotte Employment Service official Don Hunter.

The announcement said the Employment Service's governing body, the Employment Security Commission (ESC), "feels that it has been emasculated by recent charges and publicity as to its effectiveness in the development of jobs for CEP trainees."

"After careful and serious consideration of the facts and indicators related above (i.e., in the preceding pages of the statement,) ESC has decided to decline to renew its contract for CEP participation."

"Charges and publicity" was a reference to reports that ESC had not performed adequately in its contractual obligation to find jobs for "hard-core" unemployed people motivated and trained to work by CEP, and that there were inaccuracies in records kept by ESC employees assigned to CEP.

CEP Director Hoyle H. Martin was quoted as saying he was powerless to alter the situation because he had no authority over the ESC employees at the CEP Center.

This led to a statement by Mayor John M. Belk that either the ESC personnel should be put under the authority of Martin or ESC should be removed from CEP.

Belk conveyed his view to Gov. Bob Scott in a letter, and Scott's administrative assistant said Friday the governor's office would look into the matter.

Then came Honeycutt's announcement.

Belk said he was "not surprised" by the ESC withdrawal, and indicated it would clear the way for simplification of the lines of authority leading to CEP.

The mayor said he looked forward to making supervision of CEP a joint city-federal function with no interference from the state level. He added he wanted to make a city official responsible for monitoring CEP's performance.

CEP is funded primarily by the Office of Economic Opportunity and administered by the U.S. Department of Labor. Belk said local dealings with the Labor Department had been satisfactory.

The local sponsor of CEP is the Charlotte Area Fund (CAF), and CAF Director Robert Person Jr. did not agree with Belk that ESC withdrawal was a good omen.

Person said Labor Department Guidelines, applying to all CEP operations nationwide, required that ESC be the

See EMPLOYMENT, P. 8.
14C, C. 1

Job Project For Poor Lags Far Behind Goal

Of 477 Recruits, 72 Are Working

By DAVID GELSANTLER
Observer Staff Writer

Charlotte's \$2-million Concentrated Employment Program is in serious difficulty.

It isn't obtaining enough training and jobs for the people it recruits. As a result, recruiting efforts may be cut back.

Aimed at putting 1,200 hard-core unemployed in good jobs by June 30, it has placed only 72 so far.

The job bank—promised by the Employment Security Commission and local business and industry—is only beginning to fill.

Training in welding, clerical and other skills—to have begun at Central Piedmont Community College in December—won't start until February.

More than a quarter of the men and women recruited so far—133 of 477—have dropped out. And 104 others are waiting for jobs, training or more counseling.

Moreover, some of them are angrily saying they were sold a bill of goods in the program.

Directors of the program said Thursday that reasons for the slow start were complex. They claimed that momentum had increased in recent days.

CEP is being run by Hoyle H. Martin, director, and by Robert Person, head of the parent Charlotte Area Fund.

It is financed by U. S. money channeled through the Department of Labor.

"It's a demonstration program," Person said. "It's like a newly built ship on its shake-down cruise. The cruise may take days, weeks or even months."

"You find out what works and what doesn't, and then you return to harbor and make repairs."

Martin said CEP had gone out to find the real hard-core men in gangs, on street corners, in pool rooms with police records, sporadic employment records.

So far, we've been able to get a good number of men—366 of the 477 recruited," he said.

"The average age has been somewhat lower than expected—about 22. And the average education somewhat higher—9th to 11th grade."

Problems, however, have been legion. They've been caused by red tape at Employment Security Commission headquarters in Raleigh and some lethargy here at home, Martin said.

The Employment Security Commission said.

Charlotte Observer
1-23-69

Of 477, 47 Working

CEP Will Come Close To Goal—Martin

By TOM W. SESLAR
News Staff Writer

Charlotte's new Concentrated Employment Program (CEP) has started slowly, but probably will come close to reaching its goal of finding jobs for 1,200 hard-core unemployed by the end of June, according to Director Hoyle Martin.

The program started in early October and has found permanent jobs for only 47 of the 477 enrollees, according to figures compiled yesterday for a period that ended Tuesday.

Reporting last night to the board of the Charlotte Area Fund, CEP's parent agency, Martin explained what has happened to the 477:

—115 have been dropped out of the program, including 60 who did not report for their initial two weeks of orientation that is used to determine what problems have caused each individual's unemployment.

—18 have been removed from the program for miscellaneous reasons, including five who were kicked out because of problems such as alcoholism and "extremely hostile attitudes."

—56 currently are in the orientation program.

—47 have been placed in permanent jobs.

—100 have been placed in Prevocational (27), Mainstream (23) and New Careers (50) training programs to improve their job readiness.

—104 are "in holding," awaiting job placement or openings in existing training programs and training programs that have been delayed in starting.

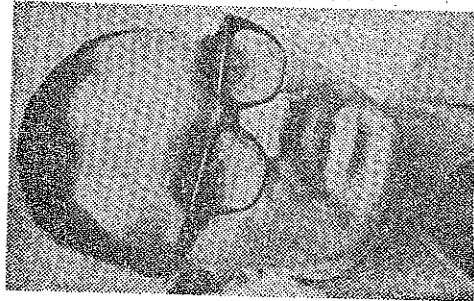
—Six are in on-the-job training situations.

—Four have temporary jobs.

—17 are in "suspense status," meaning that problems particular to these individuals have left the CEP staff in doubt about exactly what steps would be best for the individuals.

During the Area Fund meeting and an interview, Martin said reasons for the lag are complex but are being solved. He said the problems included:

1. Less interest than had been



HOYLE MARTIN

expected of businesses in hiring and creating new jobs for the CEP graduates.

2. Impatience of many CEP enrollees, who have felt that they could be placed in very good jobs after only a few days or weeks of counseling and training.

3. Administrative red tape in Charlotte, Raleigh and Wash-

ington that has delayed the start of some programs and hiring of an adequate staff.

4. More red tape that delayed the start of the whole program by five weeks.

5. A switch of directors soon after the program was started. (The original director, Robert Person Jr., was named to succeed the resigned director of the Area Fund, Martin then succeeded Person as director of CEP.)

6. The Christmas season, which slowed hiring.

7. Initial unfamiliarity with responsibilities and skills among some CEP staff members.

Martin expressed confidence that all of those problems are being worked out rapidly and that successes are increasing so quickly that the program will come at least close to its June 30 goal.

The program, to cost \$2 million this fiscal year, is co-sponsored by the federal government and the State Employment Security Commission with

the cooperation of private business and various anti-poverty agencies.

Resignations

Sweep Winston Court System

WINSTON-SALEM (AP) — There have been more resignations in a controversy in the domestic counseling program of State District Court in Winston-Salem.

Attorney Clyde C. Randolph, chairman of the Juvenile Court Committee, resigned yesterday in the latest reaction to the firing of William A. Lotquist.

Lotquist, chief counselor in the state domestic counseling program, was fired by Judge Abner Alexander, chief judge of the 21st District.

The dispute arose over Judge Alexander's dismissal of bearded Billy Mack, 21, from the counseling staff.

Twelve of the domestic relations 19-member staff have resigned in protest against the firing of Lotquist.

CEP Slows Up Recruiting Until More Jobs Located

By DAVID GELSANLITER
Observer Staff Writer

Charlotte's Concentrated Employment Program will slow its recruiting of hard-core unemployed until more jobs are found, director Hoyle Martin said Friday.

"What's needed is reinvolvement on the part of the business community," added Robert A. Dyvas, head of a nine-Man Labor Department team inspecting the CEP program here.

CEP is aimed at recruiting, training, motivating and placing "1,200 hard-core disadvantaged . . . in jobs here by June 30, 1969."

The program has gotten off to a slow start.

"CEP came at Charlotte's request," said Dyvas.

"There was a very general commitment by the business community."

Now, there's a need for top executives to pass the word to their personnel managers, to say we'll provide a number of jobs, he said.

Dyvas added that Charlotte's CEP program already has disproved the theory that the poor

don't want to work. CEP has more people who want a decent job than it can handle, he said.

The \$2-million federally financed program was started in early October, has recruited about 500 men and women but so far has placed only 72 in jobs.

Of those recruited, moreover, about 25 per cent have dropped out and more than 100 are waiting for jobs, training, or counselling. About 150 others are in various orientation, work sample and on-the-job training projects.

The bulk of the training — to have begun in late December — won't start for another three to four weeks.

Meanwhile, some of the en-

rollees and dropouts are complaining that they were sold a bill of goods.

Reasons for the slow start are complex. They run the gamut from red tape in Raleigh to unrealistic enrollees at home, Martin has said.

Dyvas mentioned that he'd talked Thursday with Mayor Stan R. Brookshire and City Manager William J. Veeder. They gave strong assurances Charlotte is strongly committed to the CEP program, he said.

Dyvas, who is the Labor Department's district director for work training in Raleigh, stressed that his visit was a routine affair, one of several to

See CEP Page 7B, Col. 1

CEP Slows Recruiting Program

Continued From Page 1B

be made as the program progresses.

Martin noted that as recruitment — now running at 40 a week — slows, recruiter coaches will be sent to find and work with the 133 men and women who dropped out.

He reiterated that CEP's mission is to work with the true hard core — the men in street gangs, on corners, in the poolrooms.

Jobs, he said, must have some potential for advancement. Otherwise, such people are very difficult to motivate.

Martin added that he expected to step up his own contacts with the business community.

Commerce, in its Program of Work for 1969, offered to loan the services of outstanding businessmen to the CEP program . . . if and when requested.

Moreover, two months ago, the chamber sponsored a get-together for personnel managers of 25 of the city's largest companies. The CEP program was explained to them, and all signed a sheet saying they'd participate.

Businessman Peter J. Verna predicted again Friday that CEP will come within 10 per cent of its goal of 1,200 of hard-core unemployed in jobs by June 30.

This point was made in Friday's Observer, but a typographical error listed the number of jobs estimated by June 30 as 108 instead of 1,080 as Verna reported.

Hard-Core Unemployed Hardest To Place In Good Jobs—CEP

By DAVID GEISANLITER
Observer Staff Writer

Placing the hard-core unemployed in good jobs is no picnic.

Many of the men recruited in Charlotte's Concentrated Employment Program "feel that a \$1.60 an hour job isn't much better than what they could get on welfare or hustling day work," CEP director Hoyle Martin said Thursday.

"We try to develop jobs that have potential for advancement ... as a way to motivate them," added Robert Person, director of the parent Charlotte Area Fund.

Martin was named CEP director in mid-November re-

placing Person who some weeks before had moved up to the CAF job.

The two men said transportation is still another problem.

"It's not just that bus routes don't go to some plants, but also that even when they run, they don't run for all shifts," said Martin.

He added that one company here wants CEP graduates to be radio and TV repairmen who can drive a truck. But few of the hard-core unemployed have drivers licenses or can read well enough to earn them quickly.

The seriousness of medical and psychological problems has been another surprise, Martin said.

Few of the hard core ever have had dental work. Front teeth often have to be replaced, especially if the person is to work as a typist or receptionist.

Others question whether an allowance of \$20 a week plus \$5 per child is enough bait to endure a 32-44 week training program. Such training is more discipline than many have experienced before.

So far, 72 of 477 recruited since October have been placed in jobs. These include apprentice brickmasons and apprentice carpenters, stock clerks in food warehouses, fork lift operators, sales clerks, supermarket checkers and cab drivers, Martin said.

CO
1-26-69

Chronic Unemployed Tough To Aid--CEP

By PAUL CLANCY
Observer Staff Writer

A crash program to place the city's hard-core unemployed in jobs is not living up to expectations because this group is even tougher to train and place in jobs than anyone thought, the program's director said Tuesday.

Hoyle H. Martin outlined the problems of the Concentrated Employment Program (CEP) to the Model Neighborhood Commission and received strong support from the commission's chairman, Mayor Stan R. Brookshire.

The task of taking under-educated, under-trained people with poor work histories and placing them in jobs that are not deadend, under-paying or demeaning is harder than anticipated and will require a lot of new thinking, Martin said.

CEP has placed a total of 78 people in jobs, way short of its goal of 1,200 by June.

But there are a lot of good reasons, Martin said.

He said the Employment Security Commission has been "less than adequate" in holding up its end of the program.

He said the CEP program has been short changed in staff and workspace, and delays in funding have been frustrating.

Moreover, Martin said, Central Piedmont Community College "has not fully lived up to its responsibility" in providing the space for basic education programs.

Mayor Brookshire said he understands the reasons for CEP's initial setbacks—that it got off to a late start and has been largely untried.

It has not been very successful anywhere in the nation, Brookshire added.

The mayor said the program "has been making considerable progress and is in a position to capitalize on its experience. He told Martin that, in the words of CEP chairman Peter J. Verna, "the program is in good hands."

Martin, who has had to bear

criticism for the program even though he took over just two months ago, was evidently pleased with the mayoral support.

Martin said the program has taken in 520 persons, with 137 of them dropping out and 118 waiting for additional training and 78 got jobs.

Martin said the Robert T. Cole consultant firm has studied the program and found

that it needs several things to improve its performance and meet its goals. These are:

—A transportation system to get enrollees to the program and their children to day-care facilities.

—More staff, especially at the administrative level, and more staff training.

—Improved job development and placement and better public relations.

Poor Endure—In Ill Health

By **BOB ROSENBLATT**
Observer Staff Writer

Poor people only go to the doctor when they are faced with a life-threatening crisis.

At other times, they endure in poor health.

These findings are emerging from Charlotte's Concentrated Employment Program (CEP), a \$2 million training project for residents of the city's poverty areas.

All CEP applicants are given a thorough physical examina-

tion before starting the program.

Serious health problems have been uncovered.

Among the first 277 people given complete physicals, these problems were found:

—Seventy people had eye problems. This included one certain and one probable case of glaucoma, which would have resulted in blindness.

—Ten people had a hearing loss.

—Six had hernias which must be repaired.

—Seven had heart conditions which will cut down on the kind of job they can have.

—Fourteen had high blood pressure.

—One applicant had tuberculosis.

All of the first 142 people checked by dentists needed work on their teeth, according to Dr. Elizabeth Corkey, director of the screening program.

CEP officials have only limited funds to spend on corrective procedures for the applicants. They are trying to make

the money last longer by referring some cases to hospitals, clinics or other charity programs.

In general, the people who apply to CEP "go for crisis care when they are working," said Dr. Corkey.

"If health problems become very serious, then they go to a doctor."

"If they aren't working and don't have money, then they simply don't see a doctor."

People Industry? Boon To Jobless

Charlotte's \$2-million concentrated Employment Program has had its difficulties. Jim Parks, Observer business writer, went to Winston-Salem to hear about the CEP program there. Here is his report.

By JIM PARKS
Observer Staff Writer

WINSTON-SALEM — A new industry is flourishing here. A city official calls it "The People Industry."

On the surface it's just another government job program. But business and political leaders here think it's something special, and they spent most of Thursday telling about it.

What makes it special? Heavy involvement by businessmen and industrialists, they say.

The effort was spearheaded by McLean Tricking Co.'s Vice President M. C. Benton, who also happens to be mayor. It was spurred by three nights of racial violence here in 1967.

The main thrust was to find jobs for the unemployed, mostly Negroes with poor educations and little work experience.

About 14 months ago, a new office in City Hall was established. The special assistant to the mayor for manpower file office was filled, not with a

government employee, but by John Dawson, a personnel executive of Western Electric Co.

Neither was he on the city payroll. He was loaned to the mayor by Western Electric, a major employer here.

According to a previously agreed upon plan, Dawson stayed on the job six months. His successor, Horace Deudney, an R. J. Reynolds Tobacco Co. personnel executive, was also loaned to the city.

Last December, a third borrowed executive, Wayne Penington, director of public relations for Hanes Corp., took over.

All three men have sought to

coordinate all the job programs existing in Winston-Salem and to foster new programs to satisfy unmet needs.

First they collected detailed records on as many of the unemployed as possible in one central file. Second, they found out how many and what kinds of jobs were available. Then they began to set up programs to train the unemployed to fill the jobs.

In the process they brought in a host of local and state employment and anti-poverty groups to provide information about the unemployed.

They got funds from local firms, from local government

and from the federal government.

Along the way they tried to convince small employers to hire Negroes in order to get them off the welfare rolls.

"We talked in terms of dollars and cents, something the businessman can understand," Deudney said.

One program, entitled 131, unemployed people to get jobs in which they earned a half million dollars in one year.

It had cost the taxpayers \$250,000 to keep these 131 people on welfare the previous year, he said.

But Deudney also said that he found employers afraid to hire Negroes because they anticipated averse reactions

from customers and other employees.

Deudney also discovered that foremen and other supervisors who had never had Negroes working for them didn't know how to react when Negroes did start working.

So the city has established a "sensitivity" program to help eliminate some of these fears.

The latest program is a nine-month, \$2-million concentrated employment program for training people to fill specific jobs.

In order not to raise hopes that can't be fulfilled later, CEP executive director Henry Black said, he makes sure there is a job waiting for every person being trained before the training starts.

Model Cities, Board Votes To Ask Service Center Funds

By VIVIAN MONTS
News Staff Writer

The Charlotte Model Neighborhood Commission after a heated discussion yesterday, voted unanimously to apply for \$1.8 million in federal funds to build three neighborhood service centers.

Discussion centered around where the center would be located, whether three would be needed, what services they would provide, how federal funds could be matched locally and how much each center would cost.

All these questions can be answered in the planning of each center, it said, when the federal funds are received, said Mayor Star R. Brookshire, commission chairman.

Federal Coordinator R. Vince

Comaral said it would not be necessary to send detailed plans for the centers to HUD in the application.

"I can't get used to this idea of asking for money and then planning a way to use it," said William R. Poe, commission member. "We do this all the time on this commission."

"We do it on school bond issues," Mrs. David Waller, another commission member, snapped back Poe, who is chairman of the local School Board, denied that, saying that building plans are detailed before bond issues are placed before the people.

J. Carlton Fleming, commission member, sided with Poe on the theory that some planning should be put into the centers before the commission

applies for funds to build them. When told by a chorus of commission members that the commission had already adopted the concept of three neighborhood centers, Fleming said he doubted the record would bear them out.

Brookshire assured him that it would. "Well, I've never heard anything about \$600,000 per center," Fleming said.

Paul R. Jones, executive director of the local Model Cities Program, said that by applying for \$600,000 per center for three centers, the commission would not be committing itself to spend that much.

Brookshire brought the gavel down on the matter when commission members began shouting at each other.

"You two always seem to differ from the rest of the commission," Mrs. Annie Campbell, commission member, said, pointing a finger at Poe and Fleming.

In other discussion, the commission heard a report from the Rev. Ezra J. Moore, head of a Greenville resident council, who asked for a school for his area.

Poe said the school board wants assurance that the school would not be all black because of the make-up of the neighborhood before it builds a school there.

"We're already in the courts for building schools where they've turned out to be all black," he said.

Brookshire said he thought the school should be built

whether it turned out to be all black or not.

"I think it would be wise to place schools where the people are and where the communities desire them," he said.

Hoye H. Martin presented the commission with a report on the progress and problems of the Concentrated Employment Program (CEP). Martin, CEP director, said the program has placed 78 persons in jobs, far short of its goal of 1,200 by June.

However, he said there are good reasons for the lack of progress. Among them, he said, are shortcomings of the Employment Security Commission and Central Piedmont Community College, both of which perform functions of the pro-

gram, and delays in building of the program. CEP recruits the handicapped, unemployed, teens, women and places them in jobs. Then follows through to see that they are able to maintain the jobs in which they are placed.

THE CHARLOTTE NEWS
Wed., Feb. 5 1969—3A

Poor Dislike Seeking Medical Aid—CEP Head

By VIVIAN MONTS

News Staff Writer

One of the reasons poor people don't go to the doctor—

even if the doctor doesn't charge a fee—is the length of time it takes to see him, the director of Charlotte's Concentrated Employment Program believes.

Howie Martin, who has discovered through CEP that the poor don't seek medical help until they find themselves in a critical situation, said they often become discouraged when

it takes them hours to get help at the traditional agencies set up to give them medical assistance.

"If they're working, it interferes with their work or it can be most inconvenient for them," he said. "Sometimes they spend the better part of a day at one of these agencies and then have to get on a waiting list and come back later."

CEP, a \$2 million training project for residents of the

city's poverty areas, sees that all its applicants get a thorough physical examination before starting training.

Serious health problems have been discovered among the first 277 persons given physicals. More than twice that number have been given physicals now, but figures on their health problems are not yet available.

Among the first persons who applied to CEP and were given the physical examinations, 70 had

eye problems. This includes one confirmed and one probable case of glaucoma, which would have resulted in blindness.

Ten persons had suffered a hearing loss; six had hernias; seven had heart conditions; 14 had high blood pressure and one had tuberculosis.

All of the first 142 persons checked by their dentists needed dental work, according to Dr. Elizabeth Corkey, direc-

tor of CEP's screening program.

"It's interesting that men have become the neglected sex in the field of health," Dr. Corkey said. "The reason for it is that women have a built-in reason for seeing a doctor—they have babies."

Although no official figures on the number of CEP men and women who have seen doctors are available, Dr. Corkey said it is her impression that the women "have seen the doctor more recently."

News Release

November 18, 1977

Public Service & Information Department
City Hall, 600 E. Trade Street
Charlotte, North Carolina 28202
704/374-2395

HOYLE MARTIN NAMED ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT

Hoyle Martin has been named assistant director of Charlotte's Community Development (CD) Department. The appointment which is effective immediately was made by Community Development Director Vernon L. Sawyer. Martin replaces E. W. Waddell who retired in March, 1977 after serving 10 years with the department.

Martin, 47, will direct the Relocation and Economic Development Division and its 25 employees. He will plan and manage the CD manpower recruiting program developed to provide employment for residents of the Community Development target areas. He also will be responsible for the relocation of families and businesses, affirmative action and equal opportunity plans and assistance efforts for local minority contractors.

Martin is a native of Brooklyn, New York and graduated magna cum laude from Benedict College. He holds a masters of economics degree from Syracuse University and has completed other studies at the University of Mississippi, Emory University and North Carolina State University.

A college teacher for 12 years, Martin entered the field of administration as a director of the Charlotte Opportunities Industrialization Center, Inc. in 1968. From 1969-1972 he served as director of the Charlotte Concentrated Employment Program. He was coordinator of Extension and Continuing Education for UNC-C from 1972-1976. For the past year he has been editor of THE CHARLOTTE POST and a lecturer in economics at UNC-C.

Martin and his wife, Mary Rose, have four children. They attend Berea Seventh Day Adventist Church.

