

EMPLOYMENT IN THE PANHANDLE

February 1981

A monograph of the Nebraska Advisory Committee to the United States Commission on Civil Rights prepared for the information and consideration of the Commission. This monograph will be considered by the Commission, and the Commission will make public its reaction. In the meantime, the contents of this monograph should not be attributed to the Commission but only to the Nebraska Advisory Committee.

EMPLOYMENT IN THE PANHANDLE

A report prepared by the Nebraska Advisory Committee to the U.S. Commission on Civil Rights

ATTRIBUTION:

The findings and recommendations contained in this monograph are those of the Nebraska Advisory Committee to the United States Commission on Civil Rights and, as such, are not attributable to the Commission. This monograph has been prepared by the State Advisory Committee for submission to the Commission and will be considered by the Commission in formulating its recommendations to the President and Congress.

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LETTER OF TRANSMITTAL

Nebraska Advisory Committee to the
U.S. Commission on Civil Rights
February 1981

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Dear Commissioners:

The Nebraska Advisory Committee submits this monograph on its review of employment opportunities for minorities and women in the Panhandle area of western Nebraska, including the counties of Box Butte, Sheridan and Scotts Bluff, as part of its responsibility to advise the Commission about civil rights problems within the State.

The Advisory Committee found that there is a disparity in the occupational profiles of white, Hispanic and "other race" (primarily Indians) workers in the three counties concerned. This disparity together with other data provided to the Advisory Committee leads the Committee to conclude that positive action is needed to promote equal opportunity. The Committee calls upon the local chambers of commerce to take an active role in promoting affirmative action efforts in the region.

The Advisory Committee finds that although major employers do employ large numbers of Hispanics, women and a few Indians, these are concentrated at the entry level. The Committee calls upon these employers to analyze their work force utilization and take whatever measures are possible to increase the utilization of minorities and women in mid-level and upper-level positions.

The Advisory Committee found that, with some exceptions, local governments have failed to take the lead in employing and promoting minorities or placing women in other than traditional "female" occupations. The Committee urges all area local governments to utilize available Federal, State and local resources to improve their utilization of minorities and women.

The Advisory Committee concludes that implementation of these recommendations will not ensure a good job for every minority and female worker in the Panhandle. But it will ensure that the communities have taken every possible effort to make use of their most important resource--the area workers.

We urge you to take note of our findings and recommendations in your reviews of national affirmative action and equal opportunity in employment efforts.

Respectfully,

SHIRLEY M. MARSH, Chairperson
Nebraska Advisory Committee

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THE STATE ADVISORY COMMITTEES

An Advisory Committee to the United States Commission on Civil Rights has been established in each of the 50 States and the District Columbia pursuant to section 105(c) of the Civil Rights Act of 1957, as amended. The Advisory Committees are made up of responsible persons who serve without compensation. Their functions under their mandate from the Commission are to: advise the Commission of all relevant information concerning their respective States on matters within the jurisdiction of the Commission; advise the Commission on matters of mutual concern in the preparation of reports of the Commission to the President and the Congress; receive reports, suggestions, and recommendations from individuals, public and private organizations, and public officials upon matters pertinent to inquiries conducted by the State Advisory Committee; initiate and forward advice and recommendations to the Commission upon matters in which the Commission shall request the assistance of the State Advisory Committee; and attend, as observers, any open hearing or conference which the Commission may hold within the State.

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The Nebraska Advisory Committee held a community meeting in Scottsbluff on March 31, 1979. Although statements about police-community relations and jail conditions attracted most of the attention of the media, the Committee became concerned about the problems facing Hispanics and Indians seeking employment. To address this problem, the Committee and its staff from the Commission's Central States Regional Office interviewed representatives of most of the major area employers and a large sample of small employers. Only the railroads refused to assist in the effort to identify employment patterns and practices.

After the data had been assembled, but before a report could be prepared, the Committee's staff was asked to assume a major role in the Commission's national affirmative action study. This delayed work on the data for nearly 12 months. Rather than begin again, the Advisory Committee has chosen to issue this monograph based on the data it assembled in the fall and winter of 1979. The Committee hopes the monograph will contribute to the cause of equal employment opportunity in the area and that its findings and recommendations will serve as a basis for constructive local efforts to improve the economic opportunities available to minorities and women.

1. Employment Statistics¹

Data on employment in the Panhandle counties, Box Butte, Scotts Bluff and Sheridan, is inexact. While the 1980 census data may shed greater light on racial patterns in the region, these data will not be available for several years. Thus, any analysis must depend on the Nebraska Job Service statistics, which are based on the 1970 census, data derived from applications to the Job Service and some statistical corrections supplied by the Bureau of Labor Statistics.

The Index of Disparity is a Bureau of the Census measure developed to show differences in opportunity for various groups. It measures the proportion of one group who would have to change occupations so that one group's employment profile resembles another. The Advisory Committee compared minority persons to white males. The Advisory Committee's analysis shows that the measures for index of disparity is 31.8 for Hispanics vs. whites in Scotts Bluff County, 76.95 in Sheridan County and 37.45 in Box Butte County. The comparable index measures for "other races" (the group which includes Indians, but also Asians) vs. whites are 55.25 in Scotts Bluff County, 35.65 in Sheridan County and 47.45 in Box Butte County.² The U.S. Commission on Civil Rights has reported that the comparable nationwide index measures for 1976 are 35.7 for American Indian or Alaskan Native males, 69.4 for American Indian or Alaskan Native females; 38.2 for Mexican American males and 75.1 for Mexican American females.³ In short, the data show that the disparity between whites and Hispanics is greatest in Sheridan County, lowest in Scotts Bluff. Only the disparity for Hispanics in Sheridan County exceeds the national index measure. For American Indians we have no direct comparison, but the nearest measure suggests that the disparity is greatest in Scotts Bluff County and lowest in Sheridan. None of the disparity measures for this group exceeds the national measures for Indians.

More direct measures are unemployment statistics maintained by the Nebraska Job Service. These show that in Box Butte County the white unemployment rate for the period Oct. 1, 1978-Sept. 30, 1979 was 1.5 percent, the Hispanic rate was 0 percent and the "other races" rate was 2.3 percent. In Scotts Bluff County the unemployment rate for whites was 2.6 percent, for "other races" it was 7.3 percent, for Hispanics it was 6.1 percent. In Sheridan County the unemployment rate for whites was 1 percent, for other races it was 10.4 percent, for Hispanics it was 0 percent.⁴

Another measure is the comparison between participation by each group in the labor force and registration of persons seeking work at the Nebraska Job Service. In Scotts Bluff County 1.4 percent of the labor force is from "other races" while 8 percent of the applicants at the Job Service were Indians or Alaskan Natives. Although 6.8 percent of the labor force was Hispanic, 25.6 percent of the applicants were Hispanic. In Box Butte County 2.5 percent of the labor force is from "other races" while 11.7 percent of the applicants were from other races. Although 3.4 percent of the labor force was Hispanic, 2.1 percent of the applicants were Hispanic. In Sheridan County 4.3 percent of the labor force were from "other races" while 19.2 percent of the applicants were Indians or Alaskan Natives. Although 1.2 percent of the labor force was Hispanic, none of the applicants were.⁵ In short, except for Hispanics in Sheridan and Box Butte Counties, Indians and Hispanics were far more likely to be seeking work than their share of the labor force would indicate likely if everyone had an equal chance for employment. Overall, "other race" unemployment exceeded white unemployment rates in all three counties, and the Hispanic unemployment rate exceeded the white rate in Scotts Bluff. Registration with the Job Service indicates a willingness, indeed eagerness, to work.⁶ The disparity between the proportions of Hispanics and "other races" registered compared to whites and their share of the labor force testifies to the disproportionate inability of those minority groups to obtain permanent employment. These figures are all the more surprising when set against the low unemployment rates (2.7 percent in Scotts Bluff, 1.5 percent in Box Butte and 1.3 percent in Sheridan counties).⁷

2. Survey of Employment Opportunities

a. Major Employers

The major employers interviewed by the Nebraska Advisory Committee and its staff were primarily concerned with the efficient operation of their

plants.⁸ None suggested that affirmative action was a necessary part of this, except to the extent that Spanish-speaking supervisors would make communication with Spanish-speaking workers easier. Some employers would hire any warm body to fill slots. Others had very specialized needs. None even intimated that they would reject applicants because of their race/sex/national origin. Several employers pointed with pride to minority beginning level supervisors.

The dominant theme throughout the interviews was that the unemployment rate was low, thus limiting the options available to employers. Turnover rates varied, but ranged from nearly 100 percent in some packing plants to 20-30 percent in some manufacturing facilities, down to nearly no turnover in one oil refinery.

Table 1 shows the workforces of those facilities which could supply copies of the report on employment they send to the U.S. Equal Employment Opportunity Commission or provided comparable information and which employed a relatively large number of workers. The data for Great Western Sugar Co.'s Gering plant includes only permanent workers, many others are employed on a seasonal basis.

There were significant disparities in the proportions of Hispanic males employed, ranging from 40 percent at Nebraska Beef Packers down to less than 5 percent at Electric Hose and Rubber, Midwec and Gerry. Gerry and Midwec employed a substantial proportion of Hispanic women. Employment of American Indians was nominal except at Nebraska Beef Packers where 14 percent of the work force was Indian. Women were a substantial proportion of some work forces at Lockwood, Midwec and Gerry facilities. Hispanic women were a substantial proportion of the work forces of Midwec and Gerry.

Top jobs were nearly all held by white males. The only minority official was at Midwec. Nebraska Beef Packers reported that one of three of its

officials was a white woman, at Midwec 5 of 18 of its officials were white women and at Gerry 4 of 6 of its officials were Hispanic women. Only Electric Hose and Midwec employed substantial numbers of professionals and a substantial proportion of women professionals. Electric Hose, Midwec and Gerry all employed a substantial number of women as technicians, Midwec and Gerry employed a substantial number of Hispanic women in technical jobs. Only Midwec employed a substantial proportion of women in sales. They also employed one Hispanic saleswoman. Most office and clerical workers were white women, except at Lockwood where there was a significant number of Hispanic clericals (6-11 percent of the job category). Midwec employed 2 Hispanic women in such jobs (11 percent of the job category) and one of two clericals at Gerry was Hispanic. Hispanic workers were a substantial proportion of the skilled crafts and foreperson portions of the work forces. Indian men were well represented in the ranks of this category at Nebraska Beef Packers and Midwec. At the operative (semi-skilled worker) level, Hispanic men or women were well represented. Hispanic workers were a substantial proportion of the category at Lockwood, Nebraska Beef Packers and Guerdon. Hispanic women were a substantial proportion of the category at Midwec and Gerry. Indian men were a substantial proportion of the category at Nebraska Beef Packers. White women were a substantial proportion of the category at Electric Hose and Rubber Co., at Midwec and Gerry. Laborers (unskilled workers) were mostly Hispanic or women, except at Electric Hose and Rubber Co. There were relatively few service workers reported.

Not surprisingly, since the Advisory Committee survey covers all the major private employers in the area except the railroads, the proportions of minorities and women in the various job categories do not differ significantly from the employed labor force. For those employers who provided data for two

years, it is evident that there were no significant changes in the employment of minorities or women in a one year period.

Only Electric Hose and Rubber Co. had a detailed plan of outreach to minorities and women not currently in the labor force.⁹ But most employers relied upon walk-ins and word-of-mouth as the primary methods of obtaining workers. Some used the Job Service for technical positions. Only the Star-Herald reported that any substantial proportion of its workers came from other means, in its case newspaper ads. This was true even of the packing houses where there was a constant need for additional workers.¹⁰

The absence of outreach is particularly surprising because both the heads of the local job services offices in Alliance and Scottsbluff and several employers noted that workers were hard to find.¹¹

Hiring procedures reported tended to be fairly informal. For the most part, applicants filled out application forms and, if there was a vacancy, were interviewed almost immediately by the foreman under whom they would work. If the interviewer was satisfied, the applicant was hired. Criteria for selection were vague. Most employers specified only age minimums, sometimes to meet insurance requirements.¹² Only Woolrich Inc. and Gerry indicated that they checked references before hiring people.¹³ Flanery Food Inc. indicated it could not hire women for production because it did not have USDA approved facilities for them.¹⁴ Guerdon Industries indicated it did prefer people with prior experience.¹⁵

The only tests given were for welders, who were required to demonstrate their ability to weld before being hired.¹⁶

Training also tended to be informal. Most employers told the Advisory Committee that they had informal on-the-job training which allowed workers to begin at the bottom and progress upward through a series of skill levels to supervisory positions.¹⁷

Most major employers either had no affirmative action plan (AAP) or, if they were a subsidiary of a larger company did not have one for their facility. Companies without plans included: B and C Steel, Guerdon Industries, Inc., Gerry Division of Outdoor Sports Industries, Inc., Railcar Maintenance, Nebraska Beef Packers.¹⁸ Companies with corporate-wide AAPs but none for their facility included: Woolrich Inc., CRA Inc., MIDWEC and Nebraska Public Power District.¹⁹ A Stanko Packing Co. representative stated that his company did have an AAP but refused to show it to the Advisory Committee.²⁰ Lockwood Corporation had a statement on equal opportunity dated March 1976 but no formal plan.²¹ Great Western Sugar Co.'s Gering facility had a plant plan but goals and timetables had not yet been developed because a new plant manager had arrived and this would wait until the inter-campaign season.²²

The most complete plan maintained in the area was Electric Hose and Rubber Co.'s. This included a detailed self-analysis of utilization, full assignment of responsibility for implementation and detailed procedures to attract minority and women applicants. Separate documents provided for affirmative action efforts in training and promotion to management. The plan contained no goals or timetables because utilization analysis indicated that there was no underutilization of either minorities or women.²³

Great Western Sugar had also done a utilization analysis which indicated some problems during campaign, but many more categories in which there was underutilization during inter-campaign. Its personnel officer stated that this could be caused by the need to obtain inter-campaign workers with multiple skills. But the company, as indicated above, did intend to develop goals and timetables at a later date.²⁴

b. Smaller Employers

"Main street" employers could not be expected to have the same formal structures that a larger employer could maintain.²⁵ Most relied on either word-of-mouth, the Nebraska Job Service or distributive vocational education classes to produce applicants for jobs. Most "main street" employers are family owned, only a few of the larger chain stores were included in the study. While the chain stores employed 20-50 employees, a significant employer in the context of the region, most of these "main street" employers had only 5-6 workers. The small to medium size merchant spends a great deal of time, money, energy, and talent in creating what might be called a "store personality." He/she seeks people who reflect or enhance that image (defined in terms of dress, grooming, sophistication, friendliness, etc.) and who also relate positively to a target clientele (defined in terms of income, status, occupation, and interests). Minorities (or women) are hired only to the extent that they fit the profile or are seen likely to encourage a new group of clients the store wishes to attract.

Most of the 33 "main street" employers interviewed claimed that minorities had not applied for jobs. Several explanations were offered for this. The railroad, especially in Alliance, was a major employer which paid high wages with which the smaller stores could not compete.²⁶ Another was that minorities did not apply because they believed, wrongly, that they would not be hired.²⁷

Only a few "main street" employers perceived any advantage in seeking out minority workers. Some did so because they were required to by their corporate offices.²⁸ Some others saw minority employees as a way of expanding their clientele.²⁹

In Scottsbluff "main street" employers talked primarily about hiring Hispanics. In Gordon the principal discussion was hiring of Indians. In Alliance the primary focus was on Hispanics but some discussion of hiring blacks or Indians. But in all three there was very little actual employment of minorities.³⁰ In Scottsbluff Tallmon Jewelers employed a Hispanic repair person who was being trained for management (one of 11 workers); Sherwin Williams Paint Store had employed two Hispanics in sales in the past, although it employed none at the time. Zoellner's had employed an Hispanic tailor. The Sears store employed 2 Hispanic females out of 14 workers. Woolworth's had one Hispanic woman employee out of 30 workers. In the past, its manager stated, there had been department heads and buyers who were minorities. Independent Heating and Plumbing, Inc. had 15 employees, 2 of them were Hispanics, "Top people, one a plumber and the other a refrigeration man." The manager of the Safeway store reported he employed three Hispanics, one stockroom worker and two baggers. The Scottsbluff National Bank and Trust Co. employed 54 workers, 2 of whom were Hispanic females. In Alliance the Guardian State Bank employed no minorities. The Safeway store had four minority workers in the past, but none when interviewed. The Gibson-Pamida also had no minority workers currently, but had employed them in the past, including one who was an assistant manager. In Gordon the Grain Co-op reported hiring Indian workers as casual labor to help unload trucks. But the manager did state he had tried to hire Indian workers who had turned down offers of permanent employment. Magowan Grain reported it had one Indian truck driver. Other "main street" employers in the area reported no minority workers.

White females were employed in many jobs on "main street" but few were managers or involved in non-traditional occupations. The exceptions were: in

Scottsbluff--an assistant manager at Sherwin Williams, the manager at Sweetbriar, a department head at Baumgartner's, the manager of Christian Photographers, the manager at Easyrest Flotation Sleep Systems; in Alliance--an assistant cashier at the Guardian State Bank; in Gordon--two assistant cashiers at the Gordon State Bank.³¹

c. Government Employers

Governments often set an example for affirmative employment efforts. The Advisory Committee sought to determine if this was also the case in the Panhandle area.

The City of Gordon in November 1979 employed 25 persons, of whom an assistant streets superintendent, one streets department worker, a worker at the cemetery and one at the auditorium were Indians. There were no Hispanic employees. The city manager stated that he had received few applications from anyone for city jobs. When there were vacancies he checked at the Sheridan County Alcoholic Detox Center and Northwest Community Action Council, the Nebraska Job Service (for CETA positions) and the city Human Relations Commission. There was a very high turnover rate--approximately double the city work force. The vacancies tended to be in the lower level, lower paid jobs.³²

The City of Scottsbluff employed, in June 1978, 140 persons including 16 Hispanic males and 2 Hispanic females. Only two Hispanic were in a professional position of 18 professionals employed. None of the 11 administrators are Hispanic.³³

Dorothy Fischer, Personnel Director of the City of Scottsbluff, told Advisory Committee staff that the city advertises all jobs and sends announcements of the jobs to 15 community groups, including all the minority groups in the area. The city hires from the applications they get,

encouraging everyone to apply and choosing the best qualified. They have not done a utilization analysis because the labor market is too small and they need to fill jobs quickly. However, the personnel director does periodically check to determine the percentages of minorities and women in each department. She feels the city has done well. It has 2 Hispanic firefighters in a force of 20 and 2 Hispanic policemen and one female police officer in a sworn force of 30. They use the International Personnel Management Association's standardized tests for both firefighters and police officers. The personnel director was particularly proud of the high proportion of women who were department heads and the number of women in the next lower category. She reported that several women were employed in nontraditional occupations: street foreman, humane officer, police officer and that men were also employed in nontraditional occupations, account clerks. She pointed to the assessment center technique used for promotions as a valuable tool in assuring selection of the best qualified person, regardless of sex or race. She asserted that the city "makes very sure we don't discriminate."³⁴

The city personnel manual designates the personnel director as the city's affirmative action program coordinator and equal opportunity officer. She is instructed to identify underutilization and monitor personnel practices, conduct recruiting campaigns and maintain a list of sources of minority persons or women with nontraditional skills, review rejections of minority applicants or of women for non-clerical positions, maintain a roster of minority applicants who are qualified for future appointment, develop lines of upward mobility and develop a program to encourage career enhancement of minorities and women, develop specific goals on an annual basis and counsel any employee who alleges discrimination.³⁵

The City of Alliance employed 113 full-time persons in January 1980 of whom three were Hispanic and two were American Indians. None of the 17 administrators or 7 professionals employed by the city were either Hispanic or Indian. But three of the administrators were white females.³⁶ The city was in the process of developing an AAP but did not have one available. It attempted no outreach to minority or female organizations.³⁷

The city reported that it did post notices of all vacancies at the State Employment Service office and had developed a complete set of job descriptions. Although it had not developed a written affirmative action plan, it believed it was complying with most of the essential ingredients of one. But it felt hampered because of "zero percent unemployment" that made even an effort to get any applicants difficult. The city personnel director thought that, although no formal utilization analysis had been conducted, the only deficiency in representation was women in senior level positions.³⁸

d. Community Perspectives

In addition to employer perspectives, the Advisory Committee sought to get the views of leaders in the community who were knowledgeable about the problems of minorities. By and large, those without direct ties to one or more minority group saw few problems. Those with ties saw many problems.

John N. Nelson, Sr., former Vicar of St. Mark's Episcopal Church in Gordon, was a past chairperson of the Gordon community relations board and a member of the boards of many local organizations. He named several employers whom he thought would go out of their way to hire Indians and knew of no employer who would refuse to hire Indians.³⁹ Reva R. Evans, editor of the Gordon Journal, told Committee staff that Indians had many opportunities to work, especially at the common labor jobs and that Hispanics had opportunities at the packing plant.⁴⁰

But community workers and representatives of the Indian community thought employment opportunities were lacking. Billie Green, outreach worker for the Northwest Nebraska Community Action Council in Gordon, told Committee staff that although she referred people to the State Job Service it did no good except when CETA jobs were available. Businesses did not call her for assistance in filling full-time jobs, only for spot labor.⁴¹ Roger Byrd and Bill Cross, alcoholism counselors at the Alcoholism Center in Gordon stated that Indians were not getting a chance to move into skilled jobs or supervisory slots, were not being promoted and were not getting benefits. They stated, "in this town they won't even employ Indians to be janitors." They pointed out that there were skilled Indians in the community in bricklaying, carpentry, plumbing, mechanics, heavy equipment operators and secretarial work who were unemployed and some Indians with college degrees were doing manual labor. They stated that although there are jobs on "main street," none of the employers would hire an Indian for saleswork. Only the grocery stores had hired Indians. They stated that while Indians had been employed in digging ditches for the power company, it did not hire them for regular positions. They alleged that the Housing and Community Development Act contractors had not utilized Indian workers and they questioned whether the Indian working in the streets department was really an assistant superintendent.⁴²

Mrs. Kaye Buckles, Principal of Gordon Elementary School, told Committee staff that CETA jobs were not as helpful as they could be because they did not provide opportunities for training in the private sector and thus left the stigma of inferior training and ability.⁴³

Floyd Shade, Executive Vice President of the Alliance Chamber of Commerce, told Committee staff that although he had been in town only a short time, he

thought a good proportion of Hispanics and some blacks were employed.⁴⁴ But Florence Nickens, a manpower specialist at the Job Service, thought that the community had a stereotype of Indians and that unless the Indian came from a local family hiring decisions were based on that stereotype. She thought there was discrimination, although many were unaware they were discriminating.⁴⁵

The Advisory Committee interviewed some community leaders in the Indian and Hispanic communities of Scottsbluff. Frank Gollas, Sr. told Committee staff that there was no longer overt discrimination and that employers no longer simply said they would not hire an applicant because of his/her Hispanic heritage. Now, Mr. Gollas alleged, employers create job requirements such as minimum education or experience that they know will keep Hispanics out of jobs. He stated that many Hispanics in the community, especially persons ages 18-27, who could do jobs do not get the chance because employers require college training or some other kind of training for tasks which could be learned on the job. He pointed out that employers, such as construction companies, are not offering Hispanics the opportunity to gain experience on heavy machinery which would allow them to get better jobs. He stated that there had been some improvement in the city government's employment record in that they now employ a couple of file clerks but he believed this covered their reluctance to hire or promote Hispanics to more responsible positions.⁴⁶ Isabel Valdez Greeno told Committee staff that one could walk down the main streets of Scottsbluff and see discrimination in employment. She stated that Hispanic workers would not protest to their employers unfair terms or conditions of work to the same extent an Anglo worker would. She stated that some Hispanics see that an employer already employs Hispanics and do not question whether discrimination was involved in their rejection, even

though they believe themselves to be the best qualified applicant. She stated that employers in the area, and society generally, do not accept the notion that Hispanics are as qualified as anyone else, that Hispanics can be leaders and that they can function in senior level positions.⁴⁷ Gus Little of the Native American Alcohol Service Unit in Scottsbluff told staff that he believed the job service made an insufficient effort to identify the skills of Indian job seekers before sending them to jobs. He alleged that employers have a stereotyped view of Indians. He also asserted that Indians do not get an equal chance for promotions or upgrading. Commenting on his clients, alcoholics, Mr. Little asserted that employers have been reluctant to recognize that Indian and other alcoholics who go through treatment programs should be given a chance to prove that they have reformed and do intend to provide the same level of reliability that non-alcoholics would be expected to provide.⁴⁸

The Advisory Committee asked the Executive Directors of the Nebraska Indian Commission and Nebraska Mexican-American Commission for their views on employment problems in the Panhandle. Marvin Buzzard, Executive Director of the Nebraska Indian Commission commented that the biggest problem facing Indian jobseekers is that most advertisements for jobs are not in media available to Indians. He asserted that employers will hire minority people who meet all the criteria for the job but there is no willingness to help minority people meet the criteria. Mr. Buzzard protested that employers have a collective view of Indians not held of whites. While employers are reluctant to hire Indians because they may have had a bad experience with a former Indian employee, they do not display the same reluctance to hire whites because they may have had a bad experience with a previous white employee. Even when Indians get jobs, Mr. Buzzard asserted, they are under pressure

because they are automatically suspected of being likely to prove inadequate. Finally, Mr. Buzzard noted that CETA and similar programs were nearly the only ways Indians could get entry-level training but that employers are unwilling to recognize that skills acquired in such programs might be comparable to skills acquired by others who had similar jobs in the private sector.⁴⁹

Jesse Cervantes, Executive Director of the Nebraska Mexican-American Commission commented that his Commission has some real concerns about opportunities for advancement. He stated that lack of opportunity for upward mobility in industry and government is caused by recognized prejudices.⁵⁰

Notes

1. The data used in this section is based on the Nebraska Department of Labor, Division of Employment, Affirmative Action Data: Scotts Bluff County - 1979 Update, and similar reports covering Box Butte and Sheridan counties.
2. Calculated from Ibid., Table 3 of each.
3. U.S. Commission on Civil Rights, Social Indicators of Equality for Minorities and Women (August 1978), Table 3.6.
4. Nebraska Department of Labor, Division of Employment, Affirmative Action Data..., (all three reports), Table 3.
5. Ibid., Table 4.
6. A widely held belief is that people register with the State job service only because they are required to do so as a condition of receiving a benefit, such as unemployment insurance or A.F.D.C. Data provided by the U.S. Department of Labor, Employment and Training Administration, Region VII shows that only 534 of 5,844 applicants in Scottsbluff were required by law to register. Similarly only 142 of 2,044 applicants at the Alliance office were required to register (data on file in CSRO).
7. Ibid., Table 2.
8. Major employers had more than 25 workers.
9. Jim Lewis, interview in Alliance, Nov. 19, 1979. No other employer showed us a comparable plan.
10. Information on the affirmative action plan was obtained from Ray Wendaland, Manager, Flanery Food, interview in Scottsbluff, Sept. 5, 1979; Henry Stanko, Stockholder, Stanko Packing Co., interview in Gering, Aug. 7, 1979; Larry Knaub, Comptroller, Nebraska Beef Packers, interview in Gordon, Nov. 19, 1979; Marc Anthony, Publisher, interview in Scottsbluff, Sept. 6, 1979.

11. Bill Baird, Personnel Manager, Great Western Sugar, interview in Kansas City, Nov. 30, 1979; Larry Fitzgibbons, Manager, Job Service of Nebraska, interview in Scottsbluff, Sept. 5, 1979; Larry Knaub, interview in Gordon, Nov. 19, 1979; Richard Slicker, Personnel Manager, Lockwood Corp., interview in Gering, Aug. 7, 1979; Mark Anderson, Job Service of Nebraska, interview in Alliance, Nov. 20, 1979.
12. L.K. Reinhardt, Vice President, B and C Steel, interview in Gering, Aug. 6, 1979; Henry Stanko, Stanko Packing Co., interview in Gering, Aug. 7, 1979; Sue Dobel, Personnel Manager, and Michael D. Ammon, Manager of Industrial Relations, MIDWEC, interview in Scottsbluff, Sept. 6, 1979; Larry Knaub, Nebraska Beef Packers, interview in Gordon, Nov. 19, 1979.
13. Ed Taylor, Woolrich, Inc., interview in Alliance, Nov. 20, 1979 and Robert Pabst, former manager, Gerry Division of Outdoor Sports Industries, interview in Scottsbluff, Sept. 6, 1979.
14. Ray Wendaland, interview in Scottsbluff, Sept. 5, 1979.
15. Tom Wilson, General Manager, interview in Gering, Aug. 6, 1979.
16. Henry Stanko, interview in Gering, Aug. 7, 1979; Donald Lowder, Manager, C.R.A., Inc., interview in Scottsbluff, Aug. 8, 1979; Sue Dobel and Michael Ammon, interview in Scottsbluff, Sept. 6, 1979.
17. L.K. Reinhardt, interview in Scottsbluff, Aug. 9, 1979; Tom Wilson, interview in Gering, Aug. 6, 1979; Henry Stanko, interview in Gering; Donald Lowder, interview in Scottsbluff, Aug. 8, 1979; Sue Dobel and Michael Ammon, interview in Scottsbluff, Sept. 6, 1979; Charles Harmon, Manager, Railcar Maintenance, interview in Alliance, Nov. 20, 1979; Ray Wendaland, interview in Scottsbluff, Sept. 5, 1979.
18. L.K. Reinhardt, interview in Scottsbluff, Aug. 9, 1979; Larry Knaub, interview in Gordon, Nov. 19, 1979; Tom Wilson, interview in Gering,

Aug. 6, 1979; Robert Pabst, interview in Scottsbluff, Sept. 6, 1979; Charles Harmon, interview in Alliance, Nov. 20, 1979.

19. Leander Hamling, Acting Manager, NPPD, interview in Gordon, Nov. 19, 1979; Donald Lowder, interview in Scottsbluff, Aug. 8, 1979; Ed Taylor, interview in Alliance, Nov. 20, 1979; Sue Dobel and Michael Ammon, interview in Scottsbluff, Sept. 6, 1979.

20. Henry Stanko, interview in Gering, Aug. 7, 1979.

21. Richard Slicker, interview in Gering, Aug. 7, 1979.

22. Bill Baird, interview in Kansas City, Mo., Nov. 30, 1979. The campaign season is mid-October to mid-January. This is the period in which crops are purchased and processed. Workers employed during this period are called "campaign workers."

23. Data supplied by Jim Lewis, interview in Alliance, Nov. 19, 1979.

24. Bill Baird, interview in Kansas City, Nov. 30, 1979.

25. Employers located on the main shopping streets, with generally fewer than 25 employees.

26. See, for example: C.W. Griffis, Guardian State Bank, interview in Alliance, Nov. 20, 1979.

27. Roy Reid, Owner, Modern Appliances, interview in Scottsbluff, Sept. 5, 1979.

28. Paul Snyder, Manager, interview in Scottsbluff, Sept. 5, 1979.

29. Roy Reid, interview in Scottsbluff; Mrs. Ballew, interview in Scottsbluff, Sept. 5, 1979.

30. The following interviews provided data for the statements that follow: Jerry Tallmon, interview in Scottsbluff, Sept. 6, 1979; Paul Snyder, interview in Scottsbluff, Sept. 6, 1979; Al Williams, interview in Scottsbluff, Sept. 6, 1979; Mildred Black, interview in Scottsbluff, Sept. 6, 1979; Richard Baumgartner, interview in Scottsbluff, Sept. 6, 1979; Jack Pierce, interview in Scottsbluff, Sept. 6, 1979; Janet Wilson, interview in Scottsbluff,

Sept. 6, 1979; M.J. Malone, interview in Scottsbluff, Sept. 6, 1979; Sharon Morrison, interview in Scottsbluff, Sept. 6, 1979; Mrs. Ballew, interview in Scottsbluff, Sept. 6, 1979; Roy Reid, interview in Scottsbluff, Sept. 6, 1979; Audrey Hudgens, interview in Scottsbluff, Sept. 6, 1979; Mr. Hanschew, interview in Scottsbluff, Sept. 5, 1979; Henry Henkel, interview in Scottsbluff, Sept. 5, 1979; Mr. Riley, interview in Scottsbluff, Sept. 5, 1979; Harvey Lacy, interview in Scottsbluff, Sept. 5, 1979; Lanie Helgerson, interview in Scottsbluff, Sept. 5, 1979; Tom Flaherty, interview in Scottsbluff, Sept. 6, 1979; Dave McMillan, interview in Scottsbluff, Nov. 21, 1979; C.W. Griffis, interview in Alliance, Nov. 20, 1979; Robert Bruntz, interview in Alliance, Nov. 20, 1979; Don Frye, interview in Alliance, Nov. 20, 1979; Keith Lyster, interview in Alliance, Nov. 20, 1979; Ben Fisher, interview in Alliance, Nov. 20, 1979; Leander Hamling, interview in Gordon, Nov. 19, 1979; Charles Saub, interview in Gordon, Nov. 19, 1979; Robert Chamberlin, interview in Gordon, Nov. 19, 1979; Bruce Moore, interview in Gordon, Nov. 19, 1979; Robert L. Sampson, interview in Gordon, Nov. 19, 1979; Maurice Bruce, interview in Gordon, Nov. 19, 1979; John Brice, interview in Gordon, Nov. 19, 1979.

31. Ibid.

32. Wolfgang Bauer, City Manager, interview in Gordon, Nov. 19, 1979.

33. City of Scottsbluff, EEO-4 Form, Mar. 31, 1979.

34. Dorothy Fischer, telephone interview, Oct. 17, 1980. Assessment centers involve structured programs for testing the job potential of applicants.

35. City of Scottsbluff, Personnel Manual (Aug. 1, 1980), pp. 45-46.

36. City of Alliance, EEO-4, Jan. 2, 1980.

37. Bill Padraza, interview in Alliance, Nov. 19, 1979.

38. Bill Padraza, telephone interview, Oct. 20, 1980.

39. John N. Nelson, interview in Gordon, Nov. 19, 1979.
40. Reva Evans, interview in Gordon, Nov. 19, 1979.
41. Billie Green, interview in Gordon, Nov. 19, 1979.
42. Roger Byrd and Bill Cross, interview in Gordon, Nov. 19, 1979.
43. Kaye Buckles, interview in Gordon, Nov. 19, 1980.
44. Floyd Shade, interview in Alliance, Nov. 20, 1980.
45. Florence Nickens, interview in Alliance, Nov. 20, 1980.
46. Frank Gollas, Sr., telephone interview, Nov. 12, 1980.
47. Isabel Valdez Greeno, telephone interview, Nov. 13, 1980.
48. Gus Little, telephone interview, Nov. 3, 1980.
49. Marvin Buzzard, telephone interview, Nov. 13, 1980.
50. Jesse Cervantes, Nebraska Mexican-American Commission, telephone interview, Nov. 24, 1980.

3. Findings and Recommendations

Based upon the information contained in this monograph, the Advisory Committee makes the following findings and recommendations:

Finding #1: There is a disparity in the occupational profiles of white, Hispanic and "other race" (primarily Indians) workers in the three counties surveyed. It is a cause for concern since approximately one-third or more of workers in one group would have to change occupations to match the pattern in the other. When read in the context of unemployment data and the disproportionate inability of Hispanics and "other race" persons to obtain employment, the Committee finds that positive action is needed to promote equal opportunity.

Recommendation #1: The Advisory Committee calls upon the chambers of commerce in the Panhandle to take an active role in promotion of affirmative action by their members.

Finding #2: The Advisory Committee finds that major employers do employ large numbers of Hispanics and women and a few Indians. But these are concentrated at the entry level.

Recommendation #2: The Advisory Committee calls upon major employers to analyze their work force utilization and take whatever measures are possible to increase the utilization of minorities and women in mid-level and upper-level positions.

Finding #3: The Advisory Committee finds that minorities are virtually excluded from employment in smaller firms and that women are overrepresented in the non-managerial positions in such firms.

Recommendation #3: The Advisory Committee urges local chambers of commerce to assist their smaller members in recruiting minorities and providing training for women that will lead to better paid positions and/or greater responsibility.

Finding #4: The Advisory Committee finds that local governments have failed to take the lead in employing and promoting minorities or, with some exceptions, placing women in other than traditional "female" occupations.

Recommendation #4: The Advisory Committee urges the local governments to utilize available Federal, State and local resources to improve their utilization of minorities and women. Such resources can provide assistance in planning for better use of minorities and women, improved hiring practices, improved operations structures and compliance with Federal and State employment requirements for local governments.

Implementation of these recommendations will not ensure a good job for every minority and female worker in the Panhandle. But it will ensure that the communities have taken every possible effort to make best use of their most important resource--the area workers. Such utilization is essential if the area is to experience the maximum possible economic growth and development. Such development benefits everyone.

Table 1

WORKFORCE ANALYSIS OF PANHANDLE EMPLOYERSTotal

	Total Empl.	<u>Males</u>					<u>Females</u>			<u>Date</u>		
		<u>White</u>	<u>Black</u>	<u>Mex. Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex. Am.</u>		<u>Am. Ind.</u>	
Lockwood	554	386 (70)	1 (0)	72 (13)	1 (0)		67 (12)	1 (0)	27 (5)		1 (0)	3/24/78
Lockwood	825	587 (71)	1 (0)	111 (13)	0	1 (0)	98 (12)	1 (0)	26 (3)		0	Prev. Year
N.B. Packers Nov. 1979 (No EOL) No back data	72	28 (39)	0	29 (40)	10 (14)		5 (7)					Nov. 1979
Electric Hose	307	177 (58)	3 (1)	13 (4)	4 (1)		103 (39)	2 (1)		2 (1)	1 (0)	4/2/78
Electric Hose	284	161 (57)	1 (0)	10 (4)	3 (1)		102 (36)	2 (1)		2 (1)		Prev. Year
G.W. Sugar	54	46 (85)		4 (7)			4 (7)					2/17/79
Gering Plant	56	44 (79)		5 (9)			7 (13)					Prev. Year
Midwec	262	67 (26)		6 (2)	2 (1)		128 (49)		56 (21)	1 (0)	2 (1)	9/2/79
	166	42 (25)		3 (2)			83 (50)		34 (20)	3 (2)	1 (1)	Prev. Year
Guerdon	86	50 (58)	1 (1)	31 (36)			4 (5)					4/12/77
	83	34 (41)	1 (1)	25 (30)			3 (4)					Prev. Year
Gerry	162	3 (2)		1 (1)			97 (60)		59 (36)	2 (1)		

NOTE: (%) rounded to nearest whole percent.

WORKFORCE ANALYSIS

Officials

	Total Empl.	<u>Males</u>					<u>Females</u>				
		<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>
Lockwood Mar. 1978	79	76					3 (4)				
Neb. Beef Packers Nov. 1979	3	2					1 (33.3)				
Electric Hose	15	13					2 (13)				
G.W. Sugar	10	10									
Midwec	18	12		1 (6)			5 (28)				
Guerdon	6	5					1 (17)				
Gerry	6	1					1 (17)		4 (66.7)		

WORKFORCE ANALYSIS

Technical

	<u>Total Empl.</u>	<u>White</u>	<u>Black</u>	<u>Males</u>			<u>Females</u>					
				<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	
Lockwood Mar. 1978	42	39		1 (2)			2 (5)					
Neb.B. Packers	3	3										
Electric Hose	13	7					6 (46)					
G.W. Sugar		None										
Midwec	15	8					5 (33)		2 (13)			
Guerdon	3	3										
Gerry	9						7 (78)		2 (22)			

WORKFORCE ANALYSIS

Office/Clerical

	<u>Total Empl.</u>	<u>Males</u>					<u>Females</u>				
		<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>
Lockwood	53						47 (89)		6 (11)		
Neb. Beef Pack.	2						2 (100)				
Electric Hose	14	2					12 (86)				
G.W. Sugar	4	1					3 (75)				
Midwec	19						17 (89)		2 (11)		
Guerdon	6	3					3 (50)				
Gering	2						1 (50)		1 (50)		

WORKFORCE ANALYSIS

Operatives

	<u>Total Empl.</u>	<u>Males</u>					<u>Females</u>				
		<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>
Lockwood	290	187		68 (23)	1 (0)		12 (4)	1 (0)	20 (7)		1 (0)
Neb. Beef Pack.	50	18		22 (44)	8 (16)		2 (4)				
Electric Hose	203	104		11 (5)	4 (2)		77 (58)	2 (1)	2 (1)	2 (1)	1 (0)
G.W. Sugar	None										
Midwec	56	3					39 (70)		14 (25)		
Guerdon	48	27 (56)		21 (44)							
Gering	140						88 (63)		52 (37)		

WORKFORCE ANALYSIS

Service

	<u>Total Empl.</u>	<u>Males</u>					<u>Females</u>				
		<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>	<u>White</u>	<u>Black</u>	<u>Mex.Am.</u>	<u>Am.Ind.</u>	<u>Oriental</u>
Lockwood	4	4									
Neb. Beef Pack.	None										
Electric Hose	3	1	1				1 (33)				
G.W. Sugar	4	3					1 (25)				
Midwec	None										
Guerdon	None										
Gering	1			1 (100)							

Source: Data from employers on file in the Central States Regional Office, U.S. Commission on Civil Rights