

Equal Employment Opportunity in New York City: The Challenge of the Eighties

June 1982



A conference summary prepared by the New York State Advisory Committee to the United States Commission on Civil Rights for the information and consideration of the Commission. The opinions in this report are those of the conference participants and, as such, should not be attributed to the Commission.

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ATTRIBUTION:

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LETTER OF TRANSMITTAL

New York State Advisory Committee to the
U.S. Commission on Civil Rights
June 1982

MEMBERS OF THE COMMISSION

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Mary Louise Smith, *Vice Chairman*
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John Hope III, Acting Staff Director

Dear Commissioners:

The New York State Advisory Committee submits this report, *Equal Employment Opportunity in New York City: The Challenge of the 1980s*, as part of its responsibility to advise the Commission on relevant civil rights problems within the State.

The report summarizes the proceedings of a conference held May 27, 1981, in cooperation with the Association for a Better New York, the Community Council of Greater New York, the New York City Partnership, and the New York Urban Coalition. Its primary goal was to increase communication between public and private sectors, unions, nonprofit organizations, and other interested groups to assure that equal employment opportunity and job creation remain a priority issue.

Although the summary does not contain specific findings and recommendations on the part of either the Advisory Committee or participants as a whole at the conference, the Advisory Committee believes it is a useful document in highlighting many issues related to equal employment opportunity. One such theme was the need for continued affirmative action efforts in this period of a declining economy and Federal retrenchment. The Advisory Committee hopes the Commissioners will continue to address the problem of equal employment opportunity for minorities and women.

Sincerely,

Franklin H. Williams
Immediate Past Chairperson

ACKNOWLEDGMENTS

The Advisory Committee is greatly indebted to the four cooperating agencies, Association for a Better New York, Community Council of Greater New York, New York City Partnership, and the New York Urban Coalition, for their contribution to the conference. Their assistance both in organizing the event and providing the luncheon, was invaluable to the Committee.

The Advisory Committee also wishes to thank the staff of the Commission's Eastern Regional Office, New York, New York, for its help in the organization of the conference. It is further indebted to the conference subcommittee, chaired by Lucille Breach, for its assistance and to Sidney Green, a consultant who provided additional expertise.

The conference was organized by Eleanor Telemaque, Ira Krause, field representatives, Celeste Wiseblood, research writer, and Diane S. Diggs, administrative assistant. Ira Krause was the photographer. Linda Dunn, research writer, completed the conference summary and the legal review was conducted by Larry D. Martin, regional attorney. Additional staff support was provided by Sandra Patterson. The conference was held under the supervision of Ruth J. Cubero, regional director.

The staff of the Publications Management Division, Office of Management, was responsible for final preparation of the document for publication.

MEMBERSHIP

NEW YORK STATE ADVISORY COMMITTEE TO THE UNITED STATES COMMISSION ON CIVIL RIGHTS

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*Members of Conference Subcommittee.

**Members at the time of the conference but no longer with the Committee.

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1. Introduction

On May 27, 1981, the New York State Advisory Committee to the U.S. Commission on Civil Rights sponsored a conference on equal employment opportunity for minorities and women at the Sheraton Conference Centre in New York City. Entitled "Equal Employment Opportunity and Job Creation in New York City: The Challenge of the 80's" the conference was held in cooperation with the Association for a Better New York, the Community Council of Greater New York, the New York City Partnership, and the New York Urban Coalition. The goal was to increase communication between the public and private sectors, unions, nonprofit organizations, and other interested groups to help assure that equal employment opportunity and job creation remain a priority issue. More than 150 persons including leaders in business and industry, labor unions, foundations, and other nonprofit institutions, and city, State, and Federal officials attended.

The Hon. Franklin H. Williams, chairperson of the Advisory Committee, opened the conference and introduced Arthur S. Flemming, then chairman of the Commission. During the general session in the morning, speakers presented the viewpoint of the Reagan Administration, New York City government, labor, private industry, the foundations, and the workforce. The speakers were the Hon. Cora Beebe, assistant secretary for administration of the U.S. Department of the Treasury; Sol Chaikin, president of the International Ladies Garment Workers Union; the Hon. Karen Gerard, deputy mayor of the City of New York; Arthur R. Taylor, president of the New York City Partnership; Bernard Charles, program officer of the Carnegie Foundation; and Hazel Dukes, president of the State Chapter of the



National Association for the Advancement of Colored People. Louis Nuñez, then staff director of the Commission, introduced the luncheon speaker, the Hon. Jack Kemp, a member of the House of Representatives from Buffalo, New York, who spoke on the proposed Urban Jobs and Enterprise Zone Act. Four workshops were held during the afternoon on issues related to equal employment opportunity and workshop leaders reported the recommendations of the workshops in a final general session. Mr. Williams closed the conference.

2. Morning Speakers



Commissioner Arthur S. Flemming
Chairman
U.S. Commission on Civil Rights

Following are the remarks of Chairman Flemming:

As some of you know, I had the opportunity of serving as the third secretary of the Department of Health, Education, and Welfare. Actually, it was my privilege to work with the first secretary on the development of the reorganization plan that led to the creation of the Department of Health, Education, and Welfare. The first secretary was Ovita Culp Hobby from the State of Texas. Soon after the Congress approved the reorganization plan that brought the Department into existence, one of the first things that Secretary Hobby did was to select a motto for the Department, and she selected as the motto, "Hope, the anchor of life."

As I had the privilege later on in the latter part of the fifties and early sixties to serve as Secretary of the Department, I came to realize that that was

a very significant motto, because many of the programs for which the Department of Health, Education and Welfare were responsible were programs that did help to replace despair with hope in the lives of many citizens of our nation.

As you know, the Department of Health, Education and Welfare no longer exists. We now have the Department of Health and Human Services. At least up to the present time the motto from the Department of Health, Education and Welfare hasn't been transferred over to the Department of Health and Human Services. And even though they do not officially transfer that motto over, I still hope that that motto will permeate the life of that Department.

But I have thought of that motto a great many times, as I have had the opportunity over the period of the past 7 years of working with the U.S. Commission on Civil Rights and as I have had the privilege of focusing on the basic issues that confront our nation in the field of civil rights, because certainly one of the results of effective implementation of our civil rights laws is to replace despair with hope in the lives of many, many persons who have been the victims of discrimination down through the years.

And as I have the opportunity of traveling throughout the country and meeting with various groups, it seems to me that it is more important than ever to put our emphasis on the implementation of laws which will help to replace despair with hope in the lives of those who have been the victims of discrimination.

Our Commission recognizes that we are in a very important period and have been over the period of the last few years as far as civil rights is

concerned. We do have reasonably good court decisions. But the question is, do we have the commitment, do we have the capacity as a nation to take those laws and to take those decisions and implement them in such a manner that they will be meaningful in the lives of those who have been the victims of discrimination?

The jury is still out as far as the answer to that question is concerned. As you move into a period of implementation, you are bound to disturb the status quo, and when you disturb the status quo you create opposition. And many of those who joined the ranks of the opposition joined those ranks simply because they want to preserve the status quo. And they oftentimes join the ranks of the opposition by in effect saying, "We still believe in the concept of equal opportunity, but we think that the methods that are being employed in order to achieve the goals of equal opportunity are the wrong methods."

But they don't suggest oftentimes other methods to replace those that they are criticizing. In the area of equal employment our Commission, as many of you know, over the years has put a great deal of emphasis on this issue. We have conducted studies, we have held hearings, we have issued publications in this area. There isn't any question at all about our commitment to the fact that if the goal of equal employment opportunity is to be achieved, that there must be a major emphasis placed on the development and implementation of affirmative action plans on the part of both public and private employers.

A few years ago we put out a monograph dealing with the development and implementation of affirmative action plans. A few months ago we put out an updated draft statement on affirmative action which we used as a basis for a number of public hearings in Washington. We have invited comments on it from all over the country. We are now in the process of considering those comments, and on the basis of our consideration of those comments we will put that statement in final form and issue it as representing our current thinking in the field of affirmative action.

In this document we place a great deal of emphasis on what we refer to as institutional discrimination and how important it is to develop and implement affirmative action plans in order to respond to institutional discrimination. There isn't any question in our minds at all but that there must

continue to be vigorous enforcement of equal employment opportunity laws and that one of the best and most effective methods is to develop some implementation of affirmative action plans.

But increasingly as we have worked in this area we have also focused our attention on the opportunities that exist in the communities of this country to take steps that will move us forward in this area of equal employment.

I have often put it this way: that in the communities of this nation we need communitywide affirmative action plans; we need to develop a situation where, what I think of as the power structure of a community, both the public and private leaders come together and recognize that the gap between the unemployment rate of minorities and women and white males is unacceptable as far as their community is concerned. And that gap can be ascertained through Bureau of the Census statistics. These leaders say, as for us, during the coming years, we are going to close that gap by two, three percentage points, whatever seems to be feasible and realistic within a particular community.

And then these leaders say, in order to close that gap, we are going to develop and implement an affirmative action program, an affirmative action program under which leaders in the community accept responsibility for supporting the enforcement agencies—Federal, State, and local—accept responsibility for going out and persuading an increasing number of employers, both public and private, to develop and implement affirmative action plans; accept responsibility for helping to develop a central service point for small business, because after all, in many communities small business is the largest single employer, and yet small businesses by themselves are not in a position oftentimes to develop and implement affirmative action plans. There needs to be a central point that will service them in the development and implementation of affirmative action plans that will be applicable to small businesses, an affirmative action plan that will also focus on opening up, creating, developing new job opportunities for women, for minorities and for others within the community; an affirmative action plan that will rally back of it the media, that will keep tracking this plan to indicate what progress is being made within the community and where there is lack of progress, why there is lack of progress.

I have the feeling that if in the communities of

this country we could develop that kind of a communitywide affirmative action plan and begin to get some results in terms of progress toward the goals that were established, we would begin to replace this feeling of hopelessness that exists in some quarters with hope.

And I feel that this is the kind of challenge that confronts us at the present time, and this is why I am delighted that today, here, possibilities of this kind as they relate to this great City of New York are going to be explored. And personally I hope out of the exploration there will come a suggestion, a recommendation for an affirmative action program for New York City that could become a model for the rest of the nation.

On behalf of the Commission on Civil Rights, may I express to each one of you our deep appreciation for your willingness to spend time with us on focusing on this all-important issue of equal employment opportunities.



The Hon. Cora Beebe
Assistant Secretary for Administration
U. S. Department of the Treasury

Ms. Beebe stressed that the key to meaningful equality of employment opportunity was a strengthened and vital economy. Opening her presentation with the statement that "Only by rebuilding the economy can we assure opportunity to all our citizens," she discussed the problems in today's economy. She reiterated that the economy was "in serious trouble" and that "inflation has put a damper on business and industry and has corroded Americans' faith in the future of their country." She criti-

cized past governmental efforts to "redistribute income from one group to another" and called for efforts to "reverse the trend of ever-increasing government control in our economic life."

Citing the soaring unemployment rates, particularly of minority workers, she outlined President Reagan's program for economic recovery. The four points are:

- A stringent budget policy for the Federal government;
- A reexamination of Federal regulations to "reduce and eliminate those which are wasteful and unnecessary;"
- A noninflationary monetary policy; and
- A tax incentive policy for both businesses and individuals.

Ms. Beebe then further discussed the individual elements in the economic recovery program. Reductions in the Federal budget are needed to reduce borrowing at the Federal level and "free up resources" for investment in the private sector. Similarly, she stressed that Federal programs "which interfere with the marketplace and thus impede our economic well being" must be eliminated.

Secondly, she called for a similar examination of and reductions in Federal regulations and said that "when we regulate excessively, we are taking resources from the private sector that could have been used for production and investment." Thirdly, she stressed the need for a slow growth in the supply of money, which she described as "absolutely essential if we are to reduce inflation over the long run." Lastly, she spelled out the Administration's proposals for both personal and corporate income tax reductions.

Sol Chaikin

President
International Ladies Garment Workers Union

Mr. Chaikin called for a rededication in the "time-honored struggle" of civil rights. Although he agreed that the economy must play a critical role in assuring equality of opportunity, he presented a different view of the best means of achieving such equality in the present economic environment. He stressed:

We will not come to a full fruition of our drive and our aspirations for equal opportunity, for equal treatment before the law, for an opportunity to educate our children in a nonsegregated circumstance, unless we pay attention to the needs of



an American community.

Mr. Chaikin criticized many of the Administration's proposals for tearing down "the social and economic infrastructure of this country which has been built up laboriously over the last 40 and 50 years and has proved to be successful." Among the specific criticisms were the following:

- The increase in the defense budget is at the "cost of providing for those of us that desperately need help;"

- The proposed decontrol of oil on top of the increased defense expenditures contributes to the inflationary spiral;

- The proposed shorter depreciation rules will not stimulate additional corporate investments in plants and research because less than 80 percent of the plant and equipment is currently being used;

- The reduction in long-term unemployment benefits will hurt those "who desperately need help;"

- Unemployment will increase as a result of the proposed elimination of the trade adjustment assistance program to help retrain workers put out of work by foreign competition as well as a result of the growing influx of foreign products; and

- The proposed 10 percent annual tax cut can be characterized as "taking from the poor and giving to the rich."

He suggested that the government should continue rather than cut programs. He said:

We will have to persuade Americans that we have made good progress, that the cost has not been high. And in fact where there were some costs, they have been well exceeded by the bene-

fits which have accrued to the society as we became more free, more open, more supportive.

The Hon. Karen Gerard

Deputy Mayor for Economic Policy and Development
City of New York

Ms. Gerard focused on the problems of providing equality of employment opportunity within a shrinking economy. "We know that it is not enough to provide equality of access; the opportunity must exist in the first place," she said. She first addressed employment within city government and cited gains for minorities and women between 1975 and 1980 despite the shrinking workforce.

Ms. Gerard also addressed the role of city government in stimulating job opportunities throughout the economy. Asserting that "the most basic right of any person is to earn a living," she again raised the problem of "improving equal opportunity with a shrinking workforce." Citing the improvement in the economy since 1977, she described the shift from a manufacturing to a service economy and stressed that New York City was no longer a "growth center" for manufacturing. She called for providing the necessary education and training so that the New York City workforce will provide the technological base for this service economy. She cited the following efforts on the part of city government to provide more employment opportunities:

- The Private Industry Council, an organization funded through the Comprehensive Employment and Training Act (CETA), which provides training for and places CETA eligible workers in the private



sector;

- The Minority Business Development Office, which provides small businesses with marketing development, management education and training, and other technical assistance; and

- Mayor Koch's Executive Order No. 10, which seeks to insure that at least 10 percent of municipal construction contracts be awarded to small firms in specified community development eligible areas, primarily low income and minority communities throughout the city.

In closing, Ms. Gerard looked to continued efforts to build up "these growing service occupations . . . which are the future of New York" as well as to promote the development of industrial space in the Bronx, Brooklyn, and Queens.



Arthur Taylor
President
New York City Partnership

Mr. Taylor, president of the New York City Partnership, a coalition of business and industry set up to promote employment and other economic opportunities in New York City, discussed the problem of continuing unemployment in New York City. He began: "We must find additional opportunities, not only for those people who have been part of the chronic unemployment situation . . . but for their children if there is going to be any hope at all." He cited the efforts of the New York City Partnership and said that the organization had created between 14 and 15 thousand jobs for the summer of 1981.

Mr. Taylor stressed that small businesses will carry the greater responsibility for providing additional job opportunities in New York City and

throughout the U.S. economy. Citing that employment in the Fortune 500 corporations had grown only minimally between 1976 and 1980 and that public employment had remained constant or been reduced, he said that "between 1969 and 1976 businesses with fewer than 500 employees generated a little under 90 percent of private sector jobs."

He called for the following to aid small business development in order to increase employment generally and employment for minority groups in particular:

- Lower interest rates;
- A reduction in governmental "regulatory burdens on business;"
- Changes in the tax laws to stimulate savings and investment; and
- Other proposed tax incentives such as those in the Kemp-Garcia Bill for expanding employment in distressed urban areas.

Bernard Charles
Program Officer
Carnegie Corporation

Mr. Charles discussed some of the issues related to equal employment opportunity facing foundations and non-profit institutions "at a time of dwindling resources, cutbacks in Federal programs, and a demand that we as a nation do more with less." Describing the foundations' role as providing a "critique of our society," he said "foundations do have the opportunity and obligation to focus and refocus their priorities and purposes." He continued:

It is my belief that the current direction of public events and private concerns will cause foundations to reassert equal opportunity as a funda-



mental premise of our society. There may be no other alternative.

He stressed, however, that foundations would not be able to provide the funding to make up for the cuts in programs at the Federal, State, or local level. Although foundations are reporting a dramatic increase in applications for funds, the resources available to foundations have been reduced by as much as 30 percent over the past 7 years, he said. He also said that he doubted that private industry, which currently spends several billion dollars a year on training, would make up the difference.

Citing a number of challenges to affirmative action, he warned:

In the absence of substantial government support for these training programs . . . I strongly believe that affirmative action as we have come to know it will fall by the wayside.

He called on foundations to work with government and the corporate world "to form new partnerships, using their declining resources to leverage additional funds for those constituencies they have traditionally supported." This partnership would "combine the flexibility that foundations can bring with the increasing resources the corporate community can bring to bear on the problems of job creation and equal opportunity in the '80s."

Hazel Dukes

President

New York State Conference of the National Association for the Advancement of Colored People

Ms. Dukes broadly criticized the Administration's economic programs and reductions in social services as having a "devastating effect on our business, our educational system, and on the lives of many of our citizens." She further described the outlook for minorities and women entering the workforce as "bleak."

Among the specific criticisms were the following:

- "The loss of CETA would virtually eliminate our community's capacity to absorb, train, and re-direct large segments of blacks, Hispanics, and women to employment;"
- Cuts in educational budgets will affect funds for the disadvantaged; and
- As many as 96 daycare centers in New York City alone may be eliminated as a result of cuts.

Ms. Dukes pointed out that increasing competition for jobs as well as the loss of jobs, particularly



manufacturing jobs, increases the problems of minorities and women in or entering the workforce. She reviewed the industries projected for growth in the 80's and called for improved academic and vocational education and to prepare students for the growth industries.

Finally, Ms. Dukes warned about the future of affirmative action. Citing recent court rulings and reductions in public employment, she said "it will become harder for affirmative action supporters." She concluded her presentation saying:

I believe most of us here today have spent a considerable part of our working lives to see that all citizens in our city and State have opportunities. At this time we must stand up for these principles and defend them.

Luncheon

The Honorable Jack Kemp

Representative, Buffalo

U.S. House of Representatives

"WE WOULD IN COOPERATION WITH STATE AND LOCAL GOVERNMENTS CREATE FEDERAL COOPERATIVE TAX INCENTIVES SUCH AS ABOLISHING CAPITAL GAINS TAX FOR ANY SMALL BUSINESSMAN OR WOMAN WHO INVESTS IN AN AREA DESIGNATED AS AN ENTERPRISE JOB ZONE."

Luncheon speaker Congressman Jack Kemp reiterated the theme that a growing economy with expanding business and employment opportunities is

the only means of providing more jobs for minorities and women. He stressed the role of small business in providing new jobs and called for lower interest rates, tax incentives, and a reduction in Federal regulation in order to create an economic environment conducive to small business.

He said:

There is no doubt in my mind that had we continued on the policies that had been prescribed for the American economy—over taxation and regulation of people's private enterprise, as well as enterprising people, and high rates of interest, high rates of inflation—that we were going to see the further decline of this nation's economy.

Stressing the role of free enterprise and individual initiative, Congressman Kemp concluded: "Most Americans recognize that the answer to America's unemployment is going to come when we have a high level of economic growth."

He described the Urban Jobs and Enterprise Zone Act, in which tax incentives would be offered to businesses moving into selected low income urban

areas. Under the legislation, which is cosponsored by Congressman Robert Garcia, tax incentives are offered to businesses which hire 40 percent of their employees from the target area. They include the following:

- Eliminating capital gains tax on investments within the zones;
- Excluding half of all income earned by zone enterprises and interest income earned on loans to zone enterprises from taxation;
- Extending the loss carryforward to 20 years, which would allow zone enterprises to write initial losses off against long-term gains;
- A 5 percent refundable personal income tax credit for wages earned by zone employees up to \$1,500; and
- A 5 percent refundable business income tax credit equal to 5 percent of the wages paid to CETA eligible zone employees. This is meant to offset the disincentives of the Social Security payroll tax, which discourages employers from hiring the untrained poor, particularly untrained teenagers.



Luncheon Speaker Congressman Jack Kemp. Also at head table, from left, are NAACP State President Hazel Dukes, Bernard Charles of the Carnegie Corporation, New York State Advisory Committee member Setsuko M. Nishi, and Assistant Secretary of the Treasury Cora Beebe.

3. Discussion of Issues

During the afternoon, four workshops were held concurrently on the following topics: Innovative approaches to equal employment opportunity within individual companies and/or organizations (I); mechanisms for improving public and private sector training and educational programs (II); public policies to improve employment opportunities and stimulate job creation (III); and private sector initiatives in promoting employment opportunity and job creation (IV). Because many issues were discussed in more than one or all workshops, this summary is organized according to the ideas discussed. A list of the workshop moderators and panelists is included at the end of the summary.

Kemp-Garcia Bill

- Participants discussed several aspects of the Kemp-Garcia Bill. Dr. Frank Bonilla, director of the Center for Puerto Rican Studies at the City University of New York, presented a critique of the Kemp-Garcia Bill and charged that the use of tax incentives to stimulate economic development was neither experimental nor innovative. Citing a World Bank study as well as Puerto Rico's experiences in economic development, Dr. Bonilla argued:

- Tax incentives generally generate greater and greater benefits for industry but rarely "trickle down" to the workers; and

- Larger industries benefit to a greater extent than small business.

Participants expressed concern with the following aspects of the legislation:

- Carefully selected criteria in terms of the income level, skills, and residency of workers to be hired must be established to assure that the legislation furthers the desired goals. Dr. George Vernez,

executive deputy administrator for program operations of the New York City Human Resources Administration, stressed that the requirements to hire the hardcore unemployed had to be strengthened. Dr. Bonilla discussed the larger issue that an emphasis on the productivity of the worker and profit would necessarily lead to the hiring of the more rather than the less skilled and thereby increase the gap between the rich and the poor. In another workshop, Theodore Small, president of the Private Industry Council, said that, if a job is to be profitable, it must produce three times the cost of the employee. Such productivity occurs only if employees are skilled, he said. The legislation must balance social and economic needs of persons living in the area along with the profit motive, participants stressed.

- Economic development stimulated under the act must be carefully monitored. Applications must be carefully screened to assure compliance with the requirements and subsequent growth must be monitored to determine whether the goals of the act are met. Stanley Litow, executive director of the New York Interface Development Project, cited a study of New York City's Industrial and Commercial Incentive Board and said that New York City granted a tax exemption to private developers in Midtown Manhattan to expand industries which would have expanded without the tax incentive. He said further that a tax incentive known as the J-51 tax abatement, established to promote the upgrading of resident properties, contributed to the decline of manufacturing in certain sections of Manhattan and could lead to the decline of manufacturing in the outer boroughs.

- Other requirements of the act also came under scrutiny. Dana Driskell, cochairperson of the Urban

Strategy Center of the South Bronx, said that the proposed exemption of employees from social security taxes would favor the hiring of youths under 21 at the expense of the older workforce.

- Some participants charged that the use of tax incentives regardless of protections would not further broad based economic development. Barry Gewen, of the political and education department of the ILGWU, said that the profits would go largely to big business and would be reinvested in labor saving machinery.

Federal Monetary Policy

Participants discussed the impact of high interest rates on job creation and economic expansion. Philip Comstock, administrative assistant to the president of the ILGWU, charged that the burden of high rates was particularly severe for small business. Describing the cycle of high interest rates, increased inflation, and increased unemployment, he recommended special lower interest rates for small business. Mr. Comstock also called for the restructuring of U.S. foreign trade policy which he charged fosters excessive U.S. investment abroad.

Public Sector Jobs

Many participants stressed the importance of public sector jobs in providing employment opportunities, particularly for the hardcore unemployed. Mr. Comstock described recent efforts to discredit the role of the public sector in job creation and warned that the private sector has remained closed to minorities and the poor.

Private Sector Job Creation

Participants in Workshop No. IV called for an "overall economic strategy" by the private sector to direct limited resources to the problem of increasing employment opportunities for minorities and women. Theodore Small stressed that the private sector now must take a more important role in providing job opportunities. Despite the loss in manufacturing jobs in the last decade, he looked to an expansion of manufacturing activity in New York City. He suggested, for instance, that since more medical research is conducted in New York than any other city, related industries should be developed such as the manufacturing of heart valves, kidney machines, etc. Stanley Litow, executive director of New York Interface Development Project, also discussed the importance of manufacturing,

particularly in the outer boroughs. He warned that the process of "gentrification," which to a large degree had driven manufacturing out of Manhattan, now threatened manufacturing in the other boroughs.

Some persons called for a more active role on the part of government to stimulate economic development to provide jobs for the existing New York City workforce. Such development must include labor intensive activities and blue collar as well as white collar work. Companies then must seek to hire minorities and women according to their representation in the workforce.

Affirmative Action

Many persons expressed alarm at what they viewed as the current threat to not only the concept of affirmative action but also to the actual gains made in the 1960's and 1970's. Both workshop panelists and participants called for continued rather than reduced efforts to assure equality of employment opportunity through affirmative action. Workshop No. II recommended: "That we decry the Administration's proposed stance not to enforce affirmative action and EEOC legislation." Emory Jackson, deputy commissioner of the New York City Department of Employment, recommended increased enforcement of existing anti-discrimination laws. James Haughton, director of FIGHT BACK, said he doubted that affirmative action programs had made a significant impact in the employment of minorities. Participants in Workshop I called for sensitization of companies to the problems of hiring and upgrading which occur as a result of consent decrees, or other governmental or court action.

Participants stressed that affirmative action must be implemented not only with commitment but also with adequate resources. Participants in Workshop No. I expressed distrust about voluntary affirmative action efforts and questioned whether, without government enforcement, gains would be achieved. The workshop recommended that affirmative action be an "integral part of the employment process" with more resources than have been allocated in most instances in the past. In his summary, the workshop moderator called for a move "from principle to practice" of affirmative action policies.

Finally, the need for affirmative action was discussed in relation to many employment sectors. Joy Hornung, executive director of Women Office Workers, called for improvements in the pay, working conditions, and status of clerical and secretarial

workers.

Workshop No. I focused on the need to upgrade skills in the job market within the framework of affirmative action. Activities should include increased opportunities for lateral transfers, upgrading of secretarial positions, internships, networking, and career counselling.

Training

All the workshops called for increased and more relevant training for the minority and female workforce. Joyce Hartwell, executive director of All Craft Building Trades, cited the need for continued training for women in the building trades and called for provisions in legislation such as the Kemp-Garcia bill to require businesses eligible for the tax incentives to provide some training for disadvantaged workers in the building trades.

Workshop No. II recommended increased educational and training opportunities for dropouts as well as "those students who are still in school but participate only marginally in the institution." Workshop participants stressed that "education is the foundation to employment and that we must decry any cuts in public education." The importance of providing options to young people was discussed.

Outreach

Participants stressed the importance of outreach throughout the educational and employment process—in school systems, training programs, and

recruiting and hiring. In particular, Workshop No. II recommended "special outreach to that portion of the population which does not meet the eligibility criteria of CETA but nonetheless exists marginally." Several workshops discussed the special problems of language minority groups and called for additional outreach for these persons. Workshop No. II recommended "That we recognize the heterogeneity of the population and that written and audio materials be prepared in a variety of languages as part of an outreach effort."

Summary

Because of the increasing demands for limited resources, growing public distrust of affirmative action, and many other factors discussed above, participants called for combined efforts of many groups, the private as well as the public sector and non profit institutions as well as unions, advocacy groups, and other representatives of the workforce. Workshop No. I called for a "consortium of government, community groups, and the private sector to address themselves to the issue of increasing employment opportunities." Workshop No. II recommended: "Collaboration, not only cooperation between the various parties which are needed for job development." The workshop also recommended the formation of a followup committee to evaluate the progress achieved regarding the workshop recommendations.

4. Closing Remarks

In closing the conference, Advisory Committee chairperson Franklin H. Williams called for increased efforts in the battle for equal employment opportunity and other civil and human rights. He reminded participants that past gains had not been achieved easily and that aggressive steps ranging from court orders to boycotts by the general public

had been necessary to obtain results. He questioned future progress in increasing employment opportunities for minorities and women without strong Federal support for affirmative action. He also called for a return to volunteerism and suggested that persons join voluntary advocacy organizations fighting for many differing interests and groups.

5. List of Workshop Moderators, Panelists, and Recorders



Workshop No. I: Innovative Approaches to Equal Employment Opportunity Within Individual Companies and/or Organizations.

Moderator: Saal Lesser
New York State Advisory Committee

Recorder: Val Archer
New York State Advisory Committee

Panelists: Clyde Allen, EEO Manager
Joseph Seagrams and Son

Lydia Clark, Vice President
Staff Relations, Bankers Trust

Edith Lynton, Director
Labor Market Information Network

Jim Haughton, Director
FIGHT BACK

Howard Harmon, District Staff Manager
New York Telephone Company

Ruth Begun, EEO Coordinator
Equitable Life Assurance Society



Workshop No. II: Mechanisms for Improving Public and Private Sector Training and Educational Programs.

Moderator: Lucille Breach
New York State Advisory Committee

Recorder: Angela Jorge

Panelists: New York State Advisory Committee
Sullivan Robinson
N.Y.C. Executive Director
Opportunities Industrialization Center
Edward Gonzalez, Director
Hispanic Labor Program, N.Y.S.S.I.L.R.
Cornell University
Vincent Troiano, Director
Employment and Training

N.Y.C. Economic Development Council
Elsa Santos, Coordinator
Center for Women in Government
Renee Sherline, Director
Cooperative Education
N.Y.C. Board of Education
Saul Rosen, Associate Director
Political and Education Department
I.L.G.W.U.



Workshop No. III: Public Policies to Improve Employment Opportunities and Stimulate Job Creation.

Moderator: Antonio Stevens-Arroyo
New York State Advisory Committee
Recorder: M. Teresita A. Cruz
New York State Advisory Committee
Panelists: Frank Bonilla, Director
Center for Puerto Rican Studies
City University of New York
George Vernez
Executive Deputy Administrator
N.Y.C. Human Resources
Administration
Phillip Comstock
Administrative Assistant to President
I.L.G.W.U.
Dana Driskell
Urban Strategy Center, South Bronx
Barry Gewen
Political and Education Department
I.L.G.W.U.

Stanley Litow
President and Executive Director
New York Interface Development
Project, Inc.

Workshop No. IV: Private Sector Initiatives in Promoting Employment Opportunity and Job Creation.

Moderator: Setsuko M. Nishi
New York State Advisory Committee
Recorder: John Wynne
New York State Advisory Committee
Panelists: Manuel Bustelo, President
National Puerto Rican Forum
Joyce Hartwell, Executive Director
All Craft Building Trades
Joy Hornung, Executive Director
Women Office Workers
Emory Jackson, Deputy Commissioner
N.Y.C. Department of Employment
Theodore D. Small, President
Private Industry Council

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