

FEPIC

First Annual Report



**FAIR EMPLOYMENT PRACTICE COMMISSION
STATE OF CALIFORNIA**
Edmund G. Brown, Governor

First Annual Report

FAIR EMPLOYMENT PRACTICE COMMISSION

September 18, 1959 - December 31, 1960



STATE OF CALIFORNIA
Edmund G. Brown, Governor

DEPARTMENT OF INDUSTRIAL RELATIONS
John F. Henning, Director

FAIR EMPLOYMENT PRACTICE COMMISSION
John Anson Ford, Chairman

DIVISION OF FAIR EMPLOYMENT PRACTICES
Edward Howden, Chief

Charge to the Commission

. . . I think the greatest service to this State in this new endeavor will be accomplished if the commission is a real instrument for obtaining voluntary compliance by our people with the law. Of all the responsibilities and powers given to you, that which will call for the greatest understanding, patience, firmness and resolution is the job of education and conciliation. Most of the problems in this field come from sheer lack of understanding, from superstition and fear. My charge to you is that, along with all the other equipment in your arsenal, you use to the utmost the tools provided for overcoming those attitudes.

You and I are convinced, and I think the people of our State believe, that fair employment practices is a sound policy because it is morally right and, in practice, is completely workable. Therefore, a part of your responsibility is that of helping the public and employers and labor unions, and the rest of us, to see, in practical operation, that this great principle is best for all of us.

At the same time you must be prepared to use without restraint and without fear the enforcement authority which the Legislature has given you. There will be situations where no other method will be effective. I want you to be prepared to move even though there be resistance. And in the same spirit that I charge you with care and caution, I assure you of my one hundred percent backing when you find it necessary to crack down.

I want this commission to view the problems of fair employment in their larger aspects. A statewide agency should not confine itself simply to case-by-case solutions, but should undertake to instill the spirit of fairness on as broad and as high a level as is possible. I believe that with your fine reputations and your earnest efforts, you will be able in many cases to substitute modern, decent practices even without formal action.

Edmund G. Brown
Governor

Sacramento
October 2, 1959



FAIR EMPLOYMENT PRACTICE COMMISSION

John Anson Ford	Chairman
Elton Brombacher	Commissioner
C. L. Dellums	Commissioner
Mrs. Carmen H. Warschaw	Commissioner
Dwight R. Zook	Commissioner

DIVISION OF FAIR EMPLOYMENT PRACTICES

Edward Howden	Chief
D. Donald Glover	Assistant Chief *
Charles E. Wilson	Legal Counsel
Herman E. Gallegos	Special Representative
John F. Delury	Area Supervisor, Southern California
Donald K. Henry	Area Supervisor, Northern California

* Mr. Glover resigned this position February 20, 1961, to become Assistant Chief, Division of Labor Law Enforcement, Department of Industrial Relations. Charles L. Fielding became FEP Division Assistant Chief May 25, 1961. Frederic R. Gunsky became Education Officer March 13, 1961. Mrs. Evelyn Stewart was temporary information officer during much of 1960.

EDMUND G. BROWN
Governor of California
JOHN F. HENNING
Director of Department
EDWARD HOWDEN
Chief of Division



Commissioners
JOHN ANSON FORD, Chairman
ELTON BROMBACHER
C. L. DELLUMS
(Mrs.) CARMEN H. WARSCHAW
DWIGHT R. ZOOK

STATE OF CALIFORNIA
DEPARTMENT OF INDUSTRIAL RELATIONS
DIVISION OF FAIR EMPLOYMENT PRACTICES

STATE BUILDING ANNEX, 455 GOLDEN GATE AVE., SAN FRANCISCO
UNderhill 1-8700

Address Reply To:
FEPC, P. O. BOX 603
SAN FRANCISCO 1

June 30, 1961

To His Excellency EDMUND G. BROWN
Governor of California

Sir:

This is the first annual report covering the period from September 18, 1959, through December 31, 1960, of the California Fair Employment Practice Commission and the Division of Fair Employment Practices in the Department of Industrial Relations. It is submitted pursuant to provisions of Section 1419(j) of the Labor Code of California.

The first fifteen and a half months of the California Fair Employment Practice Act brought reassuring acceptance of its basic principle by many employers, good support by much of organized labor, and considerable breakthrough in action toward merit employment without regard to race, religious creed, color, national origin, or ancestry.

Three broad areas of progress under the law are these: (1) increasing compliance by employers and organized labor; (2) better manpower utilization and more efficient production; and (3) the gradual opening of a wider door to opportunity than minority groups have ever had. Increasingly we realize the importance of our responsibility under the law to stimulate to better learning and training those portions of the population heretofore deprived of adequate education and skills.

New hope, new confidence and respect have been felt by qualified minority workers because they realize the FEP law is there to help them. Still, we have only begun. Prejudice persists, and much enforcement and educational work must be done before the ideal of equal opportunity for all is realized.

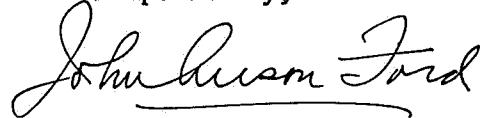
We like to boast of America as a land of freedom, free enterprise and opportunity. Of course we are not true to our principles when we close the employment door to a qualified Negro, Mexican American, Oriental, Jew, Roman Catholic or Seventh Day Adventist.

A big part of the Commission's task, one that will engage more of our efforts as the initial work of organization and interpretation of the law is completed, is educational, using the term in its broad sense. We must reach and enlist the willing cooperation of all employers, employment agencies, unions, school districts, and other governmental bodies.

We note indications that organizations of employers, employment agencies, and labor, as well as the minority group and human relations agencies, have been inspired to greater activity because the Fair Employment Practice law is on the books and the Commission is at work. The Commission and staff are grateful to cooperate with all such organizations and with all those enlightened Californians who wish to bring the American ideal closer to reality.

The Commission does not at this time offer any recommendations for legislative action. Later, with more experience behind us, we shall probably do so.

Respectfully,



JOHN ANSON FORD, Chairman
Fair Employment Practice
Commission

I. INTRODUCTION

A new chapter in the long struggle for minority rights in the United States was opened in July 1940 when the first fair employment practices machinery was established by the federal government. An office was created in the labor division of the National Defense Advisory Commission to facilitate the employment and training of Negro workers. A number of federal agencies co-operated in this program.

Executive Order 8802, issued by President Franklin D. Roosevelt on June 25, 1941, set up the Committee on Fair Employment Practices within the Office of Production Management. This committee, designed to eliminate discrimination in employment due to race, creed, color, or national origin, had power to investigate complaints, hold hearings, and seek to remedy valid grievances through conference and persuasion. It could make recommendations to the President and to government agencies. The wartime committee was terminated at the end of World War II.

Various presidential orders have been issued since that time to implement a policy of merit employment within the executive branch and among private firms under contract with the federal government. President Harry S Truman set up the President's Committee on Government Contract Compliance in December 1951, and its successor, the President's Committee on Government Contracts, was established by President Dwight D. Eisenhower on August 13, 1953. Another step was taken by President Eisenhower in January 1955, when he made department heads responsible for nondiscrimination in federal employment and created the President's Committee on Government Employment Policy to further this policy.

State Legislation

But it was in the states, meanwhile, that there came into being a body of law prohibiting job discrimination by private employers, employment agencies, and labor unions, and establishing enforcement machinery to provide practical recourse to aggrieved individuals. Beginning with New York and New Jersey in 1945, fair employment legislation was enacted by state after state, and by many cities and towns. In 1959, when the California Fair Employment Practice Act was passed, similar enforceable laws existed in 14 other states: Alaska, Colorado, Connecticut, Massachusetts, Michigan, Minnesota,

New Jersey, New Mexico, New York, Oregon, Pennsylvania, Rhode Island, Washington and Wisconsin. Ohio became the 16th FEPC state that same spring, and Delaware joined the list in 1960. There were fair employment ordinances in 42 cities, among them San Francisco and Bakersfield. The New York State Commission Against Discrimination had accumulated a decade and a half of experience in investigating complaints and correcting discriminatory practices. The California FEP Act and the agency it established could build on a wide foundation of experience.

The need for such legislation at this moment of history was clear. Members of many ethnic and religious groups in California and elsewhere still found their opportunities restricted by discrimination—and this in the midst of a cold war, in a world whose majority population was colored. Discrimination in employment, at all job levels, prevented the full and effective use of manpower resources and denied equal economic opportunity to many. There was need for millions of persons with the required talents and skills to fill new jobs as the population continued to expand. Equal opportunity for minority workers was essential on both moral and economic grounds. It was in the best American tradition, and it was a practical necessity.

As Commission Chairman John Anson Ford said in an address before the California Newspaper Publishers Association in Los Angeles, February 4, 1960:

The several minority groups within our State have within them latent capacities that can and will contribute much to our national strength and vitality, when not circumscribed or suppressed. Suppressed or restricted in their rights to fair employment on a merit basis they can become a detriment to us all. This then is the broad principle giving background to the Fair Employment Practice Act. I now direct your attention to the fact that we are not asking your co-operation in this new legislation merely because minorities have *latent* capacities. We also know from personal observation and from the records of some 15 other states having similar legislation that all through these population groups are men and women of *developed and proven* capacities for work and service. These trained, well-adjusted fellow citizens are entitled to an even chance in employment.

For these and related reasons Governor Edmund G. Brown had made enactment of FEPC the first objective of the program he recommended to the Legislature on January 5, 1959.

Enactment of the California Law

Authored by Assemblyman William Byron Rumford and 53 of his colleagues, the California Fair Employment Practice Act (Labor Code, Sections 1410-1432) was passed by the Legislature and signed into law by Governor Brown on April 16, 1959. It took effect September 18, 1959.

The law declares as the public policy of the State that it is necessary to protect and safeguard the right and opportunity of all persons to seek, obtain, and hold employment without discrimination or abridgment on account of race, religious creed, color, national origin, or ancestry. Such opportunity is declared to be a civil right. The law states:

It is recognized that the practice of denying employment opportunity and discriminating in the terms of employment for such reasons, foments domestic strife and unrest, deprives the State of the fullest utilization of its capacities for development and advance, and substantially and adversely affects the interests of employees, employers, and the public in general.

The act establishes the Fair Employment Practice Commission of five members, appointed by the Governor, serving in the Division of Fair Employment Practices of the Department of Industrial Relations, and a Chief of the Division, who is appointed also by the Governor, and who is the commission's principal executive officer. The division is the administrative agency which assists the commission in the fulfillment of its responsibilities by providing essential staff services.

In preventing or eliminating unlawful practices, the commission is instructed to stress conference, conciliation, persuasion, and education. Complainants and those named in complaints are protected against disclosure of what has transpired in their endeavors at conciliation. If conciliation fails, the commission is authorized to call public hearings and, if necessary, to seek court enforcement of its orders.

Provisions of the FEP Act

The California Fair Employment Practice Act provides that it shall be unlawful employment practice:

For an employer—

- *To refuse to hire or promote* a person, to discriminate in any terms or conditions of employment, or to discharge him from employment because of race, religious creed, color, national origin, or ancestry.
- *To ask, before employment*, questions that express, directly or indirectly, any limitation, specification or discrimination as to race, religious creed, color, national origin, or ancestry, or to make any such specification in help-wanted advertising or orders to employment agencies.
- *To discharge, expel, or otherwise discriminate* against any person because he has filed a complaint, testified or otherwise opposed practices forbidden by the act.

For a labor organization—

- *To exclude, expel, or restrict* from its membership any person because of race, religious creed, color, national origin, or ancestry.
- *To provide second-class or segregated membership* or to discriminate in any way against any of its members, against any employer, or against any person employed by an employer because of race, religious creed, color, national origin or ancestry.
- *To expel or otherwise discriminate* against a member because he has filed a complaint, testified or otherwise opposed practices forbidden by the act.

For an employment agency—

- *To fail to refer* any qualified job applicant to an opening on an equal basis, or to accept discriminatory job orders.
- *To make any inquiry regarding prospective employment* that expresses any limitation, specification or discrimination as to race, religious creed, color, national origin, or ancestry.
- *To print or circulate any publication* relating to employment or to use any form of application for employment indicating the above facts.

For any person—

- To aid, abet, incite, compel, or coerce the doing of any of the acts forbidden under this law.

The California Fair Employment Practice Act does not interfere with—

- The employer's right to select or reject a worker *unless* that action is taken on the basis of race, religion, or ancestry.
- The right of unions to make agreements *unless* the agreements compel discrimination based on race, religion, or ancestry.

How the Act Is Enforced

A complaint may be filed by any person claiming to be aggrieved by unlawful employment discrimination; by the State Attorney General, or by any employer whose employees refuse or threaten to refuse to co-operate with the provisions of the law. It may be filed in person or by mail, preferably on FEPC forms, in the FEPC San Francisco or Los Angeles offices; or in other cities at offices of the Division of Labor Law Enforcement (Labor Commissioner) or Division of Industrial Welfare, Department of Industrial Relations.

Investigation: Complaints are assigned to a commission member for investigation, with the assistance of staff.

Conciliation: If investigation sustains the charges made in the complaint, the assigned commissioner endeavors to eliminate the unlawful employment practice by conference, conciliation, and persuasion. Commissioners and staff are restrained by law from disclosing what has transpired in endeavors at conciliation.

Public Hearing: When conciliation and persuasion fail to eliminate an unlawful employment practice, the assigned commissioner may issue a formal accusation requiring the person, employer, labor organization, or employment agency to appear and answer charges at a public hearing before at least three of the remaining four members of the commission. The assigned commissioner takes no part in the hearing commissioners' deliberations or decision. He may appear at the hearing only as a witness. Witnesses and records may be subpoenaed.

If, after hearing, the commission finds the charges valid, it may order the offending party to cease and desist from the unlawful practices and to take affirmative action to remedy the situation. If the commission finds that the facts do not warrant the charges in the complaint, it dismisses the complaint. Every final order or decision of the commission is subject to judicial review.

Enforcement: The commission may bring an action in superior court if the unlawful practice continues despite the commission's order. The act makes it a misdemeanor punishable by six months' imprisonment or a fine not to exceed \$500, or both, to resist, prevent, impede, or interfere with a member of the commission or any of its agents in the performance of his duty.

Experience has shown that voluntary compliance is obtained in the great majority of cases.

Exemptions: The following are exempt from the FEP Act's provisions: the employer of fewer than five persons; nonprofit social, fraternal, charitable, educational, or religious associations; children, parents, or spouse; domestic workers employed in the home; and live-in farmworkers.

Impartiality: The Fair Employment Practice Act is administered in the public interest for the protection of both the complainant and the respondent. It is as much the duty of the commission to absolve an employer, employment agency, or union from a complaint of discrimination not borne out by the facts as to require him to remedy a discriminatory action.

II. ORGANIZATION OF THE AGENCY

The new Fair Employment Practice Commission was given its charge by Governor Brown on October 2, 1959, and held its first meeting the same day. By December 31, 1960, the commission had met on 24 occasions, usually in two-day sessions.

Five days after the law became effective, the first formal complaint of employment discrimination within the meaning of the FEP Act was received. As an increasing number of cases came in, there was no grace period in which to organize the new agency. The five commissioners and the division chief and assistant chief were obliged simultaneously to conduct interviews of complainants, commence investigations, answer the questions of interested employers and others, launch a program of information and education concerning the law, and grapple with the problems of opening offices, engaging a temporary staff, drafting procedures and rules, and organizing an agency to carry out the intent of the Legislature and the instructions of the Governor.

The headquarters office was opened in San Francisco on September 18, 1959, in the old Department of Industrial Relations Building at 965 Mission Street. On January 18, 1960, this office moved into temporary quarters in the new State Building Annex at 455 Golden Gate Avenue, San Francisco. (At the end of 1960, the division was still in these cramped, temporary quarters.) The Southern California regional office was opened on November 23, 1959, in the Broadway Arcade Building at 542 South Broadway, Los Angeles. This office moved on December 5, 1960, to the new State Office Building No. 2, 107 South Broadway. No other offices were initially authorized by the Legislature.

Early in January 1960 the first two temporary fair employment consultants (field workers) reported for duty, one in each office. Others were added over the succeeding months. Selection of personnel was a long and difficult process. Temporary appointments filled some of the essential posts, including field consultants, supervisors, writers, and legal counsel. Meanwhile, work went forward on the writing of job specifications, hearings before the State Personnel Board, civil service examinations, and the preparation, within a few weeks of activation of the agency, of a proposed budget for the 1960-61 fiscal year.

It was not until October 1960 that the commission completed its selection—from the new civil service job classes established the previous month—of its entire authorized compliance staff. Those appointed were two area supervisors and nine FEP consultants, with the principal duties of assisting commissioners in investigating and adjusting complaints, and interpreting the fair employment law to employees, employment agencies, unions, and the public. At the end of 1960 two permanent staff positions remained to be filled on a permanent basis: legal counsel and education officer.

Conferences and Staff Training

An all-day public conference took place on March 1, 1960, at the Fairmont Hotel, San Francisco, cosponsored by the FEP Commission and the Institute of Industrial Relations and Extension Division of the University of California. About 350 persons from management, labor, employment agencies, government, and the general public participated.

The session was keynoted by William J. Caples, Vice President of Inland Steel Company, Chicago, who spoke on "Practical Problems and Methods of Employment Integration." With reference to management's role in establishing a merit employment policy, Mr. Caples said on this occasion:

Even though you have a law in California, and I believe a good one, it is still necessary to let it be known that you have a policy and that you intend to follow it so that the law will be successful in its operation.

Inland's published policy is to select the best individual available for each job and to insure that no employee be deprived of the opportunity to work and improve his position due to race, color, creed, age or other artificial barrier.

Once we have started integration within a work force we must be sure that the minority group progresses *normally* in all the activities of the work force . . . To fail in this will defeat our individual purpose for we will create two groups within our work force instead of the integrated group we desire.

The last barrier in hiring and upgrading is the fear of those charged with the responsibility that they will make mistakes in carrying out an integration program. Personally, I feel when the objectives are known and proper, no mistake in procedure will have too great consequence. If one method appears not to work, stop it. Try another.

Governor Brown's address to the conference, on "Social Needs and Public Responsibility in California," emphasized that the FEP program was an expression of his philosophy of responsible liberalism. He said:

My aim is to keep before me the individual human being who, without help, may find himself engulfed by economic hardship or hurt by prejudice and misunderstanding.

Nothing is surer than that this effort to end discrimination in employment does reach a vital area of human need. We are talking about men and women who have learned that there is a place, an inferior place, beyond which they and their children may not aspire. We are talking about children who learn to hate at an early age—to hate not only others but, even worse, themselves as well. There is a vast human cost here, an intolerable cost . . .

The law can help create new guides for living, new patterns of action. In a rapidly changing society like our own, the whole machinery of government—legislative, judicial, executive—is and ought to be hard at work helping us define our purposes and strengthening our determination.

Commission Chairman John Anson Ford and Division Chief Edward Howden attended the 12th annual national Conference of Commissions Against Discrimination, held in Massachusetts in June 1960. Commissioner Dwight R. Zook and Assistant Chief D. Donald Glover went to New York City for the 50th Anniversary Conference of the National Urban League (the former at no expense to the State). At both meetings many intensive hours were spent absorbing lessons of the 15 years' experience of such agencies as New York's State Commission Against Discrimination, and comparing notes with other new FEPCs.

On June 30, 1960, the commissioners and staff of the two California offices met together in San Francisco for their first training workshop. Mutual problems were shared and improvements in techniques and procedures were worked out, with special emphasis upon strengthening the statewide approach to investigative methods and clarifying the respective functions of commissioners and staff.

First Anniversary Observance

The first anniversary of the Fair Employment Practice Act was observed at a public luncheon in the Hotel Biltmore, Los Angeles, on September 21, 1960. The commission presented an informal report to Governor Brown and an audience of 415 persons representing the Legislature, State and local governments, labor and management organizations, civil rights and human relations agencies, and many others.

Chairman John Anson Ford emphasized the growing acceptance by industry of the principle of fair employment and called for intensified educational effort so that minority group youth and workers will become increasingly well equipped to take advantage of the "wider door of opportunity" which the FEP law is helping to open.

Division Chief Howden outlined FEPC's three principal kinds of activity during its first year as (1) organizing and staffing the new agency, (2) investigation and conciliation of case complaints, and (3) other services, including a wide range of advisory and informa-

tional work. He emphasized the difference between personal prejudice and overt acts of discrimination, and pointed out that "Habit more than hate, inertia more than intolerance, anxiety more than antipathy—these are the characteristics of the social-economic ill which FEPC seeks to eliminate."

Governor Brown, on this occasion, spoke of the future task of the agency. He said:

The goal of fair employment has no partisanship and is the property of no single individual or group.

California is proud of this (legislative) accomplishment. But let there be no mistake—we have by this effort only begun the real and earnest journey into equality and freedom for all. We have moved from the forefront of publicity and attention into the realms of quiet, constant work. But I say to you that here, in the day-to-day operation of this activity, the ultimate battle will be won or lost. And it would be the rankest betrayal of those who have given so freely of their energies and dedication, were we not to devote all of our resources and efforts toward making the machinery of FEP work. I am pleased that Chairman Ford and the other members of the commission have approached their duties with such devotion and courage.

In appointing them, I cautioned them to use to the utmost the tools of the act. I bade them exercise patience and restraint, education and conciliation. And I assured them that all our experience proved that men of good will do yield to logic and persuasion, and that real accomplishment would flow when they not only obtained compliance, but gained converts to the cause of FEP.

III. COMPLIANCE THROUGH CASE INVESTIGATION AND CONCILIATION

Central among the duties of the FEP Commission is to receive, investigate and act upon charges of discrimination in employment.

During the first 15-plus months of its work, from September 18, 1959, through December 31, 1960, the Division of Fair Employment Practices received 568 complaints and requests for investigation. This exceeded the number of cases docketed in a comparable first period by any other state FEPC.

On December 31, 1959, four cases had been closed, and the agency had 29 cases awaiting or in process of investigation or conciliation. During 1960, 535 additional cases were opened. Of the 568 cases opened in the entire period, 538 originated in complaints signed by individuals and 30 were investigations ordered by the commission, under authority of Section 1421 of the act, after receipt of written requests with credible information indicating a violation.

There were 266 cases opened in the northern area office and 302 in the southern area office.

Table 1
CASES OPENED: TYPE OF INITIATION
September 18, 1959-December 31, 1960

Type of procedure	All California		Northern Area		Southern Area	
	No.	Pct.	No.	Pct.	No.	Pct.
Complaints by individuals	538	95	248	93	290	96
Investigations ^a	30	5	18	7	12	4
Total	568	100	266	100	302	100

^a Ordered by the commission, on receipt of credible information indicating a violation, under authority of Section 1421, Labor Code.

As 1960 ended, determinations had been made by commissioners in 332 cases, 162 in the northern area and 170 in the southern area. This left 236 cases awaiting or in process of investigation or conciliation on December 31, 1960.

Chart 1
NUMBER OF CASES OPENED EACH MONTH
 September 18, 1959–December 31, 1960

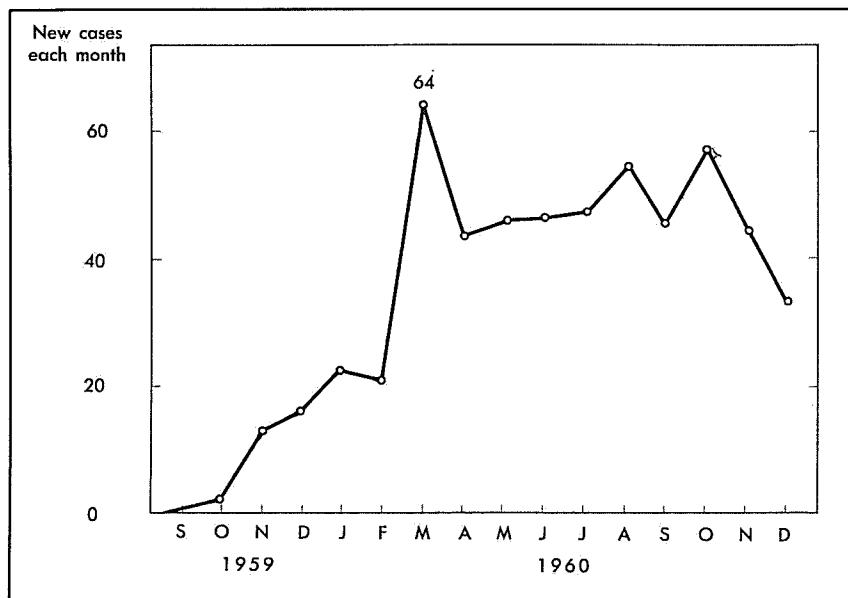


Table 2
STATUS OF CASES
 As of December 31, 1960

Cases	All California		Northern Area		Southern Area	
	No.	Pct.	No.	Pct. of total	No.	Pct. of total
Closed	332	100	162	49	170	51
In process	236	100	104	44	132	56
Total	568	100	266	47	302	53

Procedure in Handling Complaints

Any individual who believes he has been discriminated against in employment because of his race, religious creed, color, national origin, or ancestry may file a verified complaint with the commission. It is up to the commission, after thorough investigation, to determine whether or not the alleged discriminatory act seems to have occurred. Complaints may also be filed by an employer (against

employees refusing to co-operate in his efforts to comply with the act), and by the Attorney General.

Once a complaint is filed, the chairman designates one of the five commissioners to make an investigation. A staff member assists the investigating commissioner by gathering information about the specific circumstances giving rise to the complaint and the general policies and practices of the respondent.

Based on the investigation report and other memoranda of the staff consultant, the assigned commissioner begins the process of arriving at a determination. He may ask one or both of the parties to confer with him, in order to gain additional information and to probe for further evidence tending to support or refute the allegations of the complainant. Evidence of unlawful discrimination is not infrequently elusive and difficult to appraise. It is of crucial importance that the commissioner neither fail to find the violation where it has occurred, nor err by reaching an unsubstantiated conclusion against the respondent. The burden of proof is upon the complainant. The commissioner and his staff aides impartially pursue the evidence, pro or con, whichever way it may lead.

The assigned commissioner may find no evidence, or insufficient evidence, to support the allegations, and so dismiss the case. He may find that, while there is insufficient evidence to credit the specific charges of the complainant, the respondent is engaged in other discriminatory practices. The commissioner then attempts, through conciliation, to eliminate the discriminatory policy or practice and bring about compliance. The terms of the conciliation agreement are summarized in a closing letter from the commissioner to the respondent, with a copy typically going also to the complainant. What takes place during conciliation proceedings is confidential in order to enhance the possibility that complete candor will lead to an equitable specific remedy and to revision of the respondent's practices to preclude future discrimination anywhere in his establishment.

Satisfactory adjustment of a case may include hiring, reinstatement, back pay, promise of next opening, promotion, promulgation of an effective merit employment policy, compliance in pre-employment application forms or advertising, ending restrictive recruitment practices, nondiscriminatory interviewing and referral (employment agency), or admission to union membership and dispatch to jobs.

A complaint may also be disposed of through withdrawal by the complainant with the permission of the assigned commissioner. Or the commissioner may dismiss a case because FEPC lacks jurisdiction.

When the commissioner concludes that discrimination did occur, and when his efforts to eliminate the practices through conference,

conciliation, and persuasion fail, he may bring the case before a quorum of the commission (not including himself) for formal, public hearing. If the respondent, upon the sworn testimony elicited at the hearing, is found by the hearing commissioners to have engaged in unlawful practices, they issue formal findings plus an order to cease and desist from such practices and to take such specific affirmative actions as will fully correct the situation and obviate later violations. During the period of this report, no cases were taken to public hearing, although one was scheduled to be heard at Los Angeles early in 1961.

Forms of Discrimination

In 511 cases, or 89 percent of those opened during the period of this report, discrimination because of race or color was alleged; in 28 cases, or 5 percent, the charge was discrimination because of

Table 3
CASES OPENED: ALLEGED BASIS OF
DISCRIMINATION

September 18, 1959-December 31, 1960

<i>Alleged basis of discrimination</i>	<i>All California</i>		<i>Northern Area</i>		<i>Southern Area</i>	
	<i>No.</i>	<i>Pct.</i>	<i>No.</i>	<i>Pct.</i>	<i>No.</i>	<i>Pct.</i>
Color	511	89	251	94	260	87
Negro	502	87	245	92	257	86
Asian	6	1	5	2	1	^a
Caucasian	3	1	1	^a	2	1
National origin or ancestry	28	5	9	4	19	6
Spanish surname	20	4	5	2	15	5
Other	8	1	4	.2	4	1
Creed	26	5	3	1	23	7
Jewish	19	3	3	1	16	5
Catholic	3	1	—	—	3	1
Protestant	4	1	—	—	4	1
Opposition to discrimination (against Jewish applicants)	3	1	3	1	—	—
Total	568	100	266	100	302	100

^a Less than one-half of 1 percent.

"Other" category (Table 3) includes Filipino, Puerto Rican, Ceylonese, Armenian, Italian.

Chart 2
ALLEGED BASIS OF DISCRIMINATION

Cases opened, September 18, 1959-December 31, 1960

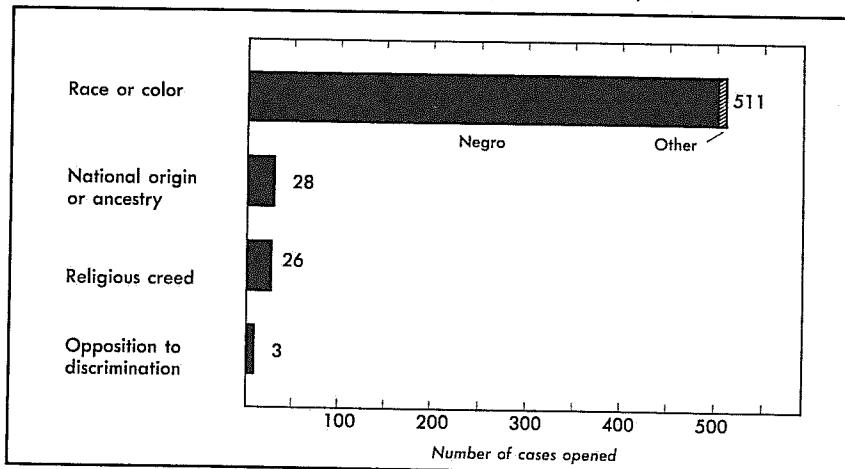


Table 4
CASES OPENED: ALLEGED DISCRIMINATORY ACT
September 18, 1959-December 31, 1960

Alleged discriminatory act	All California		Northern Area		Southern Area	
	No.	Pct.	No.	Pct.	No.	Pct.
Total ^a	568	100	266	100	302	100
Refusal to hire	325	57	155	58	170	56
Dismissal from employment	135	24	57	21	78	26
Refusal to upgrade	47	8	21	8	26	9
Unequal work conditions	37	7	18	7	19	6
Employment agency referral withheld	34	6	18	7	16	5
Unlawful advertising	2	b	1	b	1	b
Union membership withheld	10	2	6	2	4	1
Other union discrimination	25	4	12	5	13	4
Other	5	1	3	1	2	1

^a Detail adds to more than total since more than one discriminatory act may be alleged in a single case.

^b Less than one-half of 1 percent.

national origin; in 26 cases or 5 percent, discrimination because of religious creed was the basis of the complaint; complainants in the remaining three cases (less than 1 percent) alleged they had been discriminated against for opposing a discriminatory act by an employer.

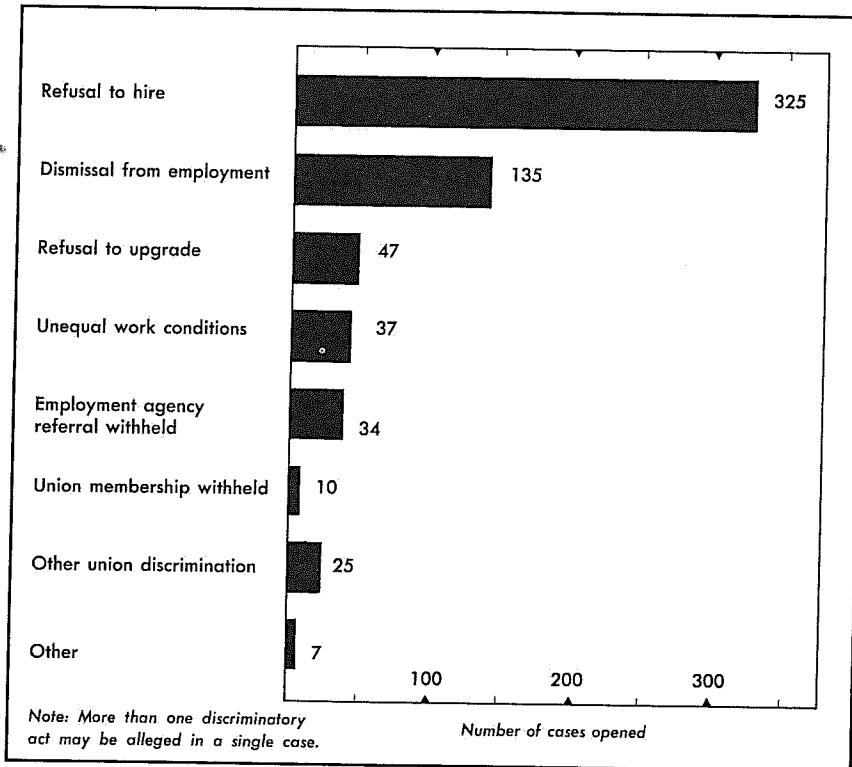
Of the 511 cases opened in which discrimination based on race or color was alleged, 502, or 87 percent, involved charges of discrimination against Negroes. Six cases, or 1 percent, charged discrimination against persons of Asian descent, and three cases, or 1 percent, charged discrimination against Caucasians.

Of the cases based on national origin or ancestry, discrimination against persons of Spanish surname was charged in 20, and against other groups in 8. Of the cases based on religious creed, 19 involved alleged discrimination against persons of Jewish faith, 4 against persons of Protestant faiths, and 3 against persons of Roman Catholic faith.

The most frequent type of case involved a charge of refusal to hire. Of the 568 cases opened, 325, or 57 percent, were in this group. The next most frequent type of case involved charges of discriminatory dismissals from employment. Table 4 and Chart 3 summarize the various discriminatory acts alleged.

Chart 3 ALLEGED DISCRIMINATORY ACT

Cases opened, September 18, 1959-December 31, 1960



"Unequal work conditions" (Table 4) include discriminatory discipline, harassment on the job, discriminatory layoff, denial of permanent status, discriminatory job or shift assignments, change of days off, work week reduced, refusal of admission to employee shareholder association. "Other" category (Table 4) includes blacklisting, failure to process application, application form violations, forced resignation.

Type and Location of Respondents

Private employers were named in 384, or 67 percent of the cases opened during this report period. Cases were also opened which involved public employers, employment agencies and labor organizations. Table 5 shows the distribution of cases among the various groups of respondents.

Cases are opened in both northern and southern area offices of the division. Of the 568 total, 267, or 47 percent, alleged discrimination

Table 5
CASES OPENED: TYPE OF RESPONDENT

September 18, 1959-December 31, 1960

Type of respondent	All California		Northern Area		Southern Area	
	No.	Pct.	No.	Pct.	No.	Pct.
Private employer	384	67	178	67	206	68
Public employer	137	24	65	24	72	24
City	70	12	29	11	41	14
County	42	7	20	7	22	7
State	25	5	16	6	9	3
Employment agency	18	3	13	5	5	2
Private	12	2	7	3	5	2
Public	6	1	6	2	—	—
Labor organization	26	5	8	3	18	6
Other	3	1	2	1	1	^
Total	568	100	266	100	302	100

^a Less than one-half of 1 percent.

"Other" category (Table 5) consists of respondents exempt under the FEP Act such as private associations, religious organizations, hospitals and schools, all non-profit. Two of these voluntarily co-operated in FEP investigations resulting from complaints and took corrective action as recommended. The other case in this category was dropped for lack of jurisdiction.

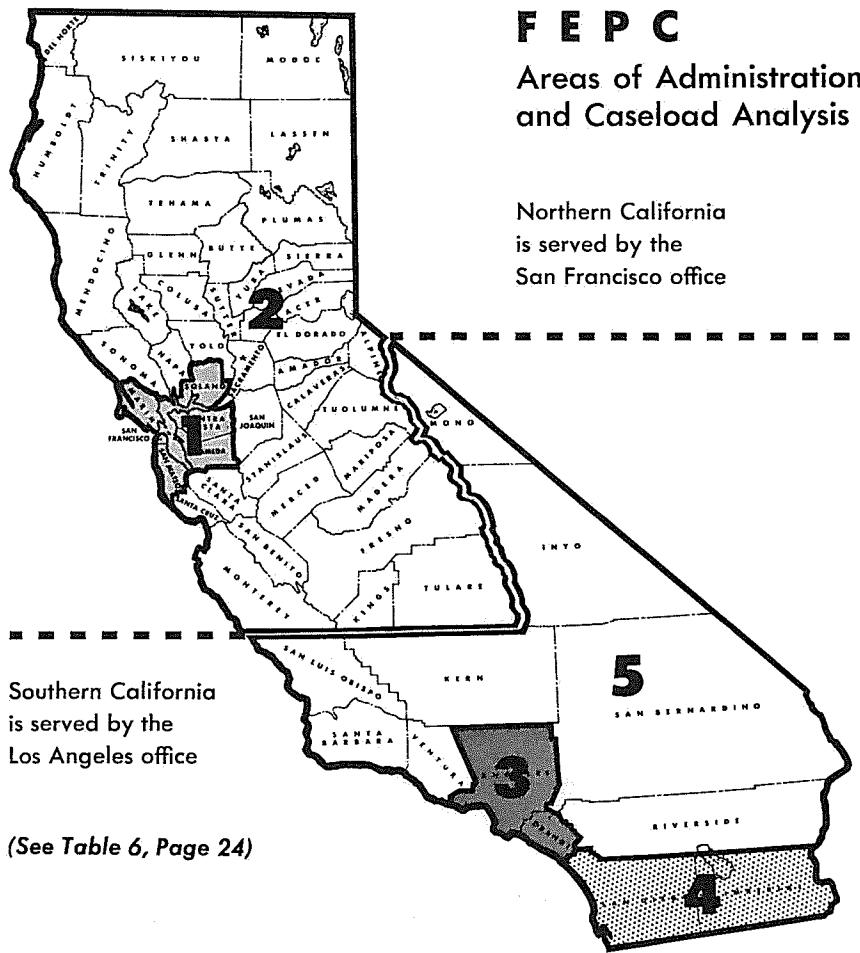


Table 6.
CASES OPENED: LOCATION OF RESPONDENT
September 18, 1959-December 31, 1960

<i>Location of respondent ^a</i>	<i>Number of cases</i>	<i>Percent of cases</i>
1. San Francisco-Oakland Metropolitan Area	244	43
2. Other Northern and Central California	22	4
3. Los Angeles-Long Beach Metropolitan Area	267	47
4. San Diego and Imperial Counties	17	3
5. Other Southern California	18	3
Total	568	100

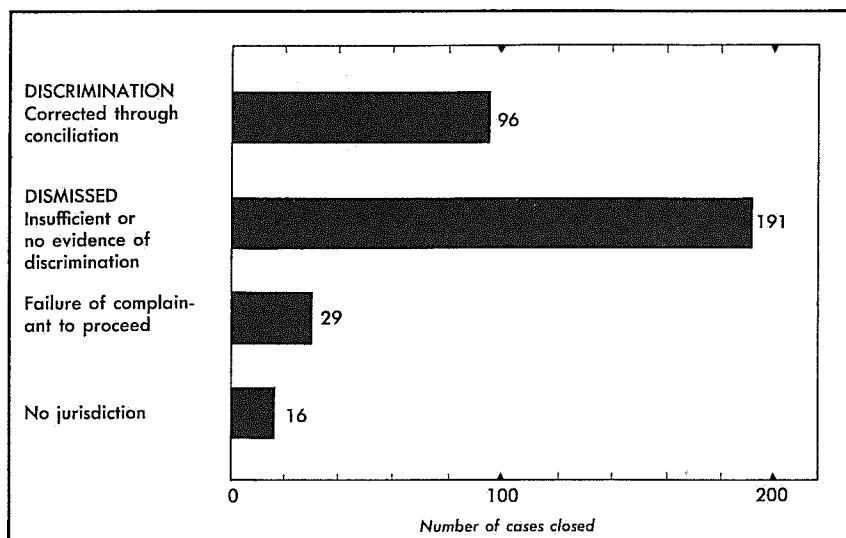
^a See map on page 23 for counties included in each area.

by respondents located in the Los Angeles-Long Beach metropolitan area, and 244, or 43 percent, by respondents located in the San Francisco-Oakland metropolitan area. Table 6 shows the distribution of cases by area of respondent.

Determinations and Dispositions

During the report period, 332 cases were closed. Disposition of cases is shown in Tables 7 and 8 and Chart 4.

Chart 4
DISPOSITION OF CASES
Cases closed, September 18, 1959-December 31, 1960



Of the 332 cases closed during the report period, a determination was made as to the existence or absence of discrimination in 287 or 86 percent. The remaining 45 cases, or 14 percent, were dismissed either because of lack of jurisdiction or failure of the complainant to proceed (Table 7). Of the 287 cases in which a determination as to discrimination was reached, it was found and corrected, through conference and conciliation, in 96 cases, or nearly 33.5 percent (Table 8). In only one additional case was it necessary to go beyond the conciliation process and to schedule a public hearing.

The 16 cases which were dismissed because of lack of jurisdiction included: respondents not covered by the act (nonprofit hospital, nonprofit charitable organizations, nonprofit school); private employer with fewer than five employees; date of alleged discriminatory act prior to FEP Act.

Table 7
CASES CLOSED: WHETHER DETERMINATION
REGARDING DISCRIMINATION WAS MADE

September 18, 1959-December 31, 1960

<i>Case disposition</i>	<i>Number of cases</i>	<i>Percent of cases</i>
Determination made as to whether or not there was discrimination	287	86
No determination made because of lack of jurisdiction or failure of complainant to proceed	45	14
Total cases closed	332	100

Table 8
CASES CLOSED: DISPOSITION AFTER
DETERMINATION REGARDING
DISCRIMINATION

September 18, 1959-December 31, 1960

<i>Case disposition</i>	<i>Number of cases</i>	<i>Percent of cases</i>
Discrimination found, closed by satisfactory adjustment	96	33
Dismissed because of insufficient evidence or no evidence of discrimination	191	67
Total cases in which determination was made as to whether or not there was discrimination	287	100

The 96 cases in which discrimination was found and corrected are analyzed in Table 9 according to the type of respondent involved. These cases were corrected through conciliation.

Satisfactory adjustment was reached in 67 cases against private employers, which amounted to 70 percent of the total; in 11 cases involving public employers (city, county, or state agencies); in eight cases involving labor organizations; and in one case involving a private, nonprofit association.

Table 9
CASES CLOSED BY SATISFACTORY
ADJUSTMENT^a: TYPE OF RESPONDENT

September 18, 1959-December 31, 1960

Type of respondent	Number of cases	Percent of cases
Private employer	67	70
Public employer	11	11
City	5	5
County	3	3
State	3	3
Employment agency	9	9
Private	5	5
Public	4	4
Labor organization	8	9
Other	1	1
Total	96	100

^a Discrimination found and corrected through conciliation.

Table 10 refers to cases closed on the basis of satisfactory adjustment and indicates the unlawful practices which were corrected through conference and conciliation. In those cases in which the complainant's charges of unlawful practices were substantiated, 30 percent resulted in offers of immediate hire, reinstatement or promotion. The largest number of cases (64 percent) involved an agreement by the respondent to see that FEP policy was promulgated or strengthened, that is, the issuance of a merit employment policy or elimination of unlawful pre-employment inquiries or other discriminatory practices.

In many cases, more than one term of compliance was required of a respondent. In those cases in which other unlawful practices than

those charged by the complainant were found and corrected, five resulted in the hiring or promotion of others of the same race or group as the complainant.

Table 10
CASES CLOSED BY SATISFACTORY ADJUSTMENT
AFTER FINDING OF DISCRIMINATION:
TERMS OF CONCILIATION AGREEMENT

September 18, 1959-December 31, 1960

<i>Type of adjustment</i>	<i>Number of cases</i>	<i>Percent of cases</i>
Total ^a	96	100
Offer of immediate hire, reinstatement, or promotion of complainant	29	30
Offer of immediate hire or promotion of person other than complainant	5	5
Commitment to hire or promote at first opportunity	15	16
Commitment to consider hiring or promoting at first opportunity	12	13
Back pay granted	6	6
Fair employment policy promulgated or strengthened ^b	61	64
Admitted to labor union membership	4	4
Labor union dispatch agreed to	4	4
Employment agency referral agreed to	7	7

^a Detail adds to more than total since more than one term of conciliation may be agreed to in a single case.

^b Includes promulgation of fair employment practice order, ceasing unlawful pre-employment practices, improvement of recruiting methods, etc.

Other Investigations

Information concerning apparent discriminatory practices is sometimes brought to the attention of the commission by organizations or by individuals who cannot file complaints under the law or who are reluctant to do so. If the source is reliable, the information credible and accompanied by a reasonable degree of factual support, the commission may institute an investigation under authority of Section 1421 of the act, and seek to remedy the situation through conference, conciliation and persuasion. Such cases may not be taken to public hearing or enforcement, but where warranted the Attorney General may elect to exercise his power to file a complaint—enforceable with FEPC.

During the report period the commission undertook 30 investigations under authority of Section 1421, 18 in the northern area and

12 in the southern area. One investigation was closed in the northern area on the basis of no evidence of discrimination. In the southern area, one of these was closed on the basis of satisfactory adjustment and two on the basis of no evidence of discrimination.

Fourteen of the investigations that were opened involved alleged discrimination in hiring; six, admission to labor union membership; one, in union dispatching; five, upgrading opportunities; two, unlawful help-wanted advertising; and two, discriminatory job specifications. Ten investigations were opened involving private employers; eight, subdivisions of government; seven, labor organizations; one hospital; one employment agency; two placement services of schools; and one investigation involved advertising media in general.

Beyond Statistics

FEPC's workload is only partially reflected in case statistics. The intent of the Legislature and the expressed wish of Governor Brown were that there should be great emphasis on encouragement of non-discriminatory job practices through information, education, and persuasion. After consultation with FEPC has clarified the issues, many persons with problems decide not to file complaints. On the other hand a "case," which is only one statistical unit, may result in dozens or hundreds of new opportunities for workers who have previously suffered discrimination. In addition, much time is devoted to interpretive and advisory service to employers, employment agencies, unions and job seekers inquiring as to their rights or obligations under the law. Results must be measured in terms of the reduction or elimination of discriminatory practices and the spread of merit employment.

A Note on Population

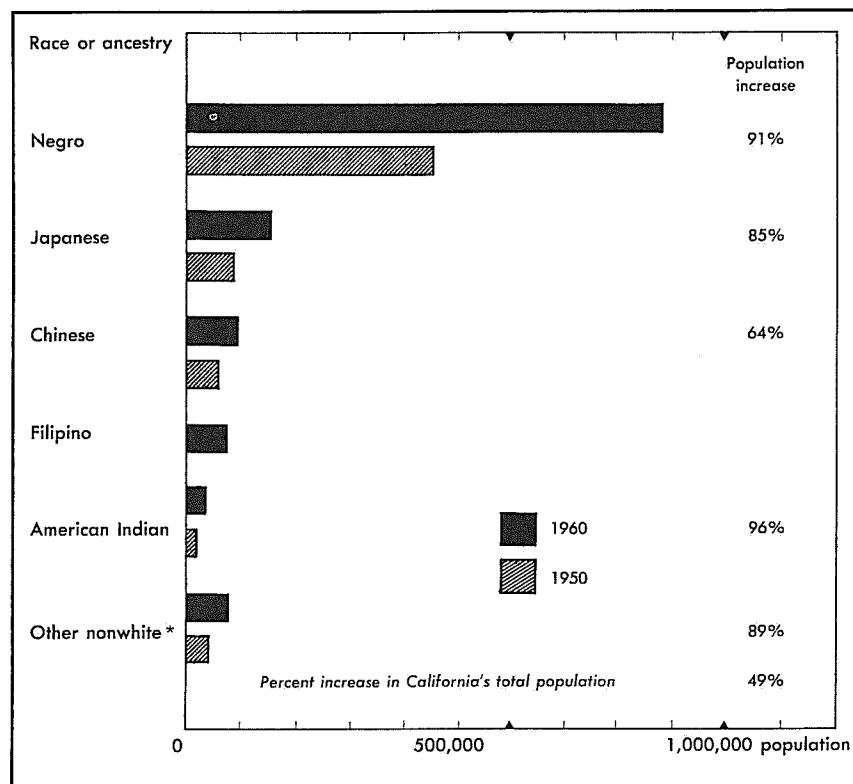
A look at the growth of California's nonwhite population between 1950 and 1960 suggests one reason for this new FEPC having had the largest caseload of any agency of the kind in its first period. While the increase in California's total population was 49 percent between the two censuses, the State's Negro population increased 91 percent, those of Japanese ancestry 85 percent, persons of Chinese descent 64 percent, American Indian 96 percent, and other nonwhite groups 89 percent. The total nonwhite population increased from 6.3 percent to 8 percent of the population.

Nonwhites, of course, do not comprise the only minority-group Californians who are protected from employment discrimination by the FEP Act. Other groups subject to discrimination included in

1960 an estimated 1,250,000 of the white population who have Spanish surnames *; an estimated 525,000 of the Jewish faith; 3,418,940 of the Roman Catholic faith; and 72,500 Seventh-day Adventists.

* 1960 census figures for this group had not yet been published as this report went to press.

Chart 5
GROWTH OF CALIFORNIA'S NONWHITE POPULATION
1950 to 1960



Source: U.S. Department of Commerce
Bureau of the Census

* Filipinos, Koreans, East Indians, etc. comprised 45,651 in 1950.
In 1960 the Filipino group alone numbered 65,459.

IV. CASE SUMMARIES

The following case summaries illustrate a few of the types of problems dealt with by the FEPC and results that have been obtained. They are drawn from the cases completed and closed during the report period.

"Floor time" for a Negro salesman

A young Negro salesman, personable and with a good background in business, was denied an opportunity to sell on the floor of the automobile agency for which he worked. "Floor time" was usually given after six weeks' employment, and was estimated to be the source of 60 to 80 percent of sales. Repeatedly balked in his efforts to secure floor time, the salesman asked a fellow employee whether the company followed a Jim Crow policy. The remark was relayed to the boss, and the Negro salesman was fired. He filed a complaint with FEPC.

The employer denied discrimination, charging the salesman with incompetence and saying that one other Negro salesman had been allotted floor time. Investigation revealed that this salesman apparently had never felt free to use his floor time, and that as a result he received lower commissions than others. A citywide check of Negro salesmen in this field found only six with floor time, gained in each case after years of effort.

The assigned commissioner concluded that the complainant was fired "because he pressed for his equal share of floor time, which his employers did not grant him because he is Negro." After extensive conciliation endeavors the salesman was reinstated, given equal floor time and his performance reviewed after ninety days. At that time it was found that his sales record was third best in the firm. Equal opportunity led to rising sales.

It looked like discrimination

Men and women were wanted for both day and night shifts at a division of a large airplane manufacturing firm, the advertisement said. A young woman of Mexican ancestry, who had eight years' experience as an electrical assembler, went to the employment office early that morning, presented her application to one of 20 interviewers, and sat down to wait. Four hours later, after watching applicants come and go, she asked when her turn was coming. An inter-

viewer reported he could not find her application, and asked her to return the next day. She offered to complete a new application, stating a preference for the night shift. The interviewer said it was too late for an interview that day and that there were no openings for women on the night shift. Since the applicant had been told by other women that they had turned down openings on the night shift, she felt that she was being treated unfairly and complained to FEPC. The assigned investigator learned that thousands of applications were handled by the company every week, and that the misplacing of a single application was not unlikely. It was also possible that the interviewer did not know that certain night-shift jobs were open to women. The employment office supervisor suggested that the complainant repeat her application. Although now employed, she still wanted to work at the aircraft plant. She applied, qualified, and was hired.

Religious faith and a job

A Jewish war veteran was interviewed at a cafe and told to return, presumably to start work in the kitchen. He reported, but after considerable delay was told he couldn't be hired because most of the other employees spoke Spanish, which he didn't. Hearing English spoken all around him, he questioned the reason for his being rejected. Investigation and conference brought an admission that his religion had entered into the decision and an offer by management to make restitution. Having meanwhile taken another job, the complainant was awarded 18 days' back pay and the case was closed.

Application accepted

A young Negro was turned down when he tried to file job applications with several stations of a large oil company. Investigation, after he complained to FEPC, revealed that it had been a standing policy of the company to accept all applications from potential employees. The firm's 36 service stations in the area had 180 attendants, but not one of them was Negro. The commissioner in the case persuaded the company to accept the complainant's application, evaluate it, and hire him if he were qualified. His qualifications were better than average, and he got the job.

Union corrects its practice

A young Negro apprentice filed a complaint against his union, charging he was not dispatched in turn because the business representative, who served as dispatcher, had accepted discriminatory job orders. A telephone call to the union president, while the complainant was still in the FEPC office, established an immediate investigation.

FEP staff later visited the union and learned that the dispatcher's practice was to ask employers who requested workers, "Do you mind having a Negro?" The union president's investigation had halted this practice. A strict watch was kept by the union to prevent any recurrence, and the Negro apprentice was thereafter dispatched in his turn.

Beauty comes in any color

A young, sari-clad Ceylonese beautician complained of discrimination by a fashionable beauty salon. She reported that she had telephoned the manager to ask if he employed non-Caucasians. The answer was no.

The complainant was indisputedly experienced, well-groomed and attractive. During the investigation, the salon manager admitted he had given the discriminatory answer. A beauty salon, he explained, needs beauty. He disclaimed any prejudice, but had assumed that no non-Caucasian could meet his standards. He had not yet seen the applicant.

He offered to interview the complainant. Impressed and reassured, he offered her a position as hairdresser, tested her ability as a facialist, offered full-time employment and said that the staff at his salon would be happy to work with the new employee.

Equal opportunity in civil service

Two Negroes were among those who passed a county examination for engineering aide. As others were hired, they moved up the eligibility list and in a few months were at the top. According to the "rule of three," the top three eligibles are interviewed when there is a vacancy; the two Negro candidates were interviewed, but never selected for appointment. Although the existing list had been established less than six months, a new examination was scheduled. The two men complained to FEPC. Conferences with the county surveyor and civil service authorities resulted in reconsideration of the Negro candidates and the employment of one of them, with the assurance of a reasonable opportunity, on the same basis as all other new employees, to complete his probationary period. Compliance with fair employment law was promised, with the clear understanding that application of the "rule of three" does not permit discrimination on the basis of race, religion or ancestry.

Double discrimination

A young Negro apprentice mechanic, just out of training school, was hired by a shop, bought \$100 worth of tools, went to work one

day, and was fired the next. The manager let him go reluctantly on the basis of apparent hostility by the other workers. He said he feared they would misinform the apprentice and cause mechanical troubles. The apprentice filed an FEPC complaint.

The manager, an Oriental who had known discrimination himself, was shocked to learn that he had violated the law. He reinstated the apprentice and instructed his employees as to their responsibility under the FEP Act. The new mechanic became one of the group, and there was no disruption of shop operations.

"Quota" system costly

Well qualified by training and experience, a Negro seeking the position of security officer at a department store was refused an application blank. He repeated his request, by telephone and in person, and eventually was allowed to apply. He met continued evasion when he asked for an interview. After he complained to FEPC it was learned that the store, in a locality where many Negroes resided, had 296 employees of whom less than 5 percent were Negro. In an attempt to retain this percentage the employment office marked applications by Negroes with the code number 17. The security-officer applicant had been bypassed as a result of this "quota" procedure. When his qualifications were brought to the attention of the district and regional managers of the merchandise chain, especially after 12 of the 14 Caucasian applicants had been hired and subsequently discharged for incompetence, it was agreed that the procedure was not only unfair but costly. FEPC's investigation and conferences led the company to employ the complainant in another capacity and later, when the position was vacant, as security officer. He worked out a new approach to the job and was retained as a valued member of the staff with the expectation of long tenure.

Mistaken kindness

Should a teacher spare a Negro student possible job discrimination by not referring her to an opening? FEPC's answer: No, this is mistaken kindness and out-of-date counseling. A complaint was filed by a high school commercial studies graduate, whose teacher failed to refer her to a bank opening in a sincere desire to spare her presumably certain turndown. The bank had rejected previous Negro applicants, the teacher said. FEPC explained that the FEP Act is encouraging change of such discriminatory patterns and that the applicant, if rejected on racial grounds, now has means of redress. The school

district administration informed all teachers and counselors concerning the law and strongly affirmed a policy of referral without discrimination.

Case dismissed

Two complainants felt that they had been fired from a highly specialized factory training school because of race. One had been dropped shortly after he started, the other after he had completed training and gone to work on the assembly line. FEPC investigation showed cause for both discharges, also that Caucasians had been discharged on the same basis. It was found too that minority groups were well represented not only on the work force of this plant but in supervisory positions as well. The complaints were dismissed.

New foreman in the shop

The mere filing of a complaint brought results in this case. Although qualified and next in line, a Negro who had worked satisfactorily for 12 years in an industrial plant was repeatedly bypassed for promotion to foreman. He filed a complaint. His action became known to the company before FEPC could contact it. Management interviewed the man, evaluated his work, and gave him the promotion he had earned.

V. INTERPRETATION AND EDUCATION

The Fair Employment Practice Act places responsibility upon the commission for promotion of good will and understanding among all segments of the State's population and for educational programming designed to "minimize or eliminate discrimination" because of race, religion, or ancestry. Such programming is not limited to the employers, unions, employment agencies, and minority groups most directly affected by the act, but is intended also for the general public, whose understanding and acceptance of the law are essential to its wide observance and effectiveness.

Before other types of educational activity could be undertaken, it was necessary to develop material of an informational and interpretive character concerning the basic requirements of the act. From the first, employers and management organizations pressed FEPC for guidance as to what pre-employment questions on job application forms and in help-wanted advertising would be lawful under Section 1420(c). This section of the law forbids direct or indirect inquiries, before hiring, which touch upon the applicant's race, religious creed, color, national origin, or ancestry.

Guide to Pre-employment Inquiries

After intensive study, the commission approved and, in December 1959, began mailing more than 2,000 copies of a *Draft Guide to Lawful and Unlawful Pre-employment Inquiries*. This was distributed throughout the State to major employer groups, international unions and labor councils, chambers of commerce, school districts, cities and counties, industrial relations specialists, personnel associations, and community and human relations organizations.

Although not required to do so by law, the commission decided to hold public hearings at which to receive suggested revisions of the *Draft Guide*. Such hearings were held in San Francisco on February 24 and in Los Angeles on March 16. Suggested changes in the proposed guide were also received by mail. After extended study of all views expressed, the *Guide to Lawful and Unlawful Pre-employment Inquiries* was adopted in final form in July 1960. The printed *Guide* was then distributed to affected employers, employment agencies, and labor organizations throughout the State.

Meanwhile, a series of letters and other materials explaining and interpreting the main provisions of the FEP Act and inviting active co-operation toward fulfillment of its objectives had been mailed to agencies and organizations principally concerned. Among the recipients were all private employment agencies licensed by the State, county registration officials, intergroup and civil rights agency executives, and all California school administrators.

Rules and Regulations

Drafting of the commission's proposed *Rules and Regulations* began as soon as temporary legal counsel could be employed. After prior dissemination of a draft of the proposed rules, a public hearing on the draft was held in Los Angeles July 27, attended by more than 100 representatives of industry, labor, city and county agencies, civil rights groups and others. Following a second public hearing, in San Francisco on August 3, the draft was revised and adopted by the commission. The new *Rules and Regulations* became effective in October, and were printed and distributed.

In November the division began mailing—with the co-operation of the Department of Employment—its combination *Poster, Pre-employment Inquiry Guide, and Fair Employment Checklist* to employers, unions, and employment agencies throughout the State. A covering letter by Commission Chairman John Anson Ford emphasized that the official "Notice to Job Applicants, Employees, Employers, Labor Unions, Employment Agencies, Public" must be posted conspicuously in places frequented by employees and job applicants, particularly in hiring offices and on employee bulletin boards.

Other publications issued during 1960 included the folder, *You Have the Right*, primarily for the information of individuals who wish to know their rights under the law, and the first issue of a bi-monthly *Fair Employment Newsletter*, sent to a wide range of readers in industry, personnel management, labor, education, and church, minority and civil rights groups. Drafts of additional basic literature were also in preparation during this period.

Talks and Mass Media

A stream of requests for information, clarification, and guidance concerning the FEP Act made it necessary during this difficult organizing period for all five commissioners and the top staff members to accept numerous speaking engagements, TV and radio appearances, and press interviews. They met with business and management groups, chambers of commerce, employment agency personnel, labor

unions, professional, fraternal and civic organizations, and minority groups. The object was to help employers and others affected understand their responsibilities and rights under the FEP Act, and to promote voluntary adoption of fair hiring practices. An additional aim was to inform minority communities of their newly strengthened rights and opportunities in a changing socioeconomic situation which promises total elimination of job discrimination to those who become qualified through education, training, and individual readiness.

Among the organizations addressed by FEP spokesmen were various chapters of the National Office Management Association, the League of California Cities, National Industrial Security Association, National Conference of Catholic Women, Controllers' Institute, California Conference on Apprenticeship, California Employment Agencies Association, Personnel and Industrial Relations Association of Southern California, several countywide personnel management councils, California Newspaper Publishers Association, California Chamber of Commerce (Central Coast Council), education association executives, business luncheon clubs, unions, and numerous meetings of branches of the Urban League, National Association for the Advancement of Colored People, Community Service Organization, and other civic and service groups.

The mass media also carried the FEPC message to millions of Californians. In addition to coverage in the daily and weekly press, including a series of three Associated Press articles which appeared in a dozen newspapers during September 1960, commissioners and staff were interviewed and delivered talks on radio, and reached large audiences by appearing on local and network television programs.