positive aggressiveness, a capacity to perform well, and be able to motivate others," Marshall said. "Moreover," he added, "minorities have to work to overcome many conscious and subconscious mental blocks on the job. An individual must have good qualities and need to establish a strong relationship with a manager who can help you move up on the job."

Since management in most corporations views its employees as part of a family, Marshall adds that women and minorities need to first fit themselves mentally into the company's family image and onto the management team in order to move up.

William Patrick Community Relations Director

in 1971. As AT&T director of Community Relations in New York, he relates company programs to community groups. He is the liaison with community organizations, senior citizens groups, consumer and women's groups.

His background for dealing with various national and local organizations includes the political

arena—he served as a city councilman in Detroit.

Regarded by many in the east as the embodiment of the Bell System manager, Bill Patrick told DAWN, "It's a grand company to work for, and it's a fun company Young

people can satisfy the yearning to get a good job and expand their horizons in the technical, science, humanities, economics and management areas," he said.

At the same time, Patrick describes the greatest enjoyment he gets out of his job: "It's rewarding to relate to national organizations like the National Urban League, the NAACP, the Legal Defense Fund, the Interracial Council for Business Opportunity and OIC in making cities more responsive. AT&T responds to the programs these groups have to offer—and we do it very well," he added.

As for his advice to young people trying to decide on a future, Patrick urges: "Go into areas such as accounting, business and economics. Go into engineering and computer sciences. There is a shortage of talent in technical areas. AT&T is always on the look-out for women and minorities from engineering and business schools," he said.

-MA BELL!

General, Southern New England, and Cincinnati.

As of June 30, 1977, Indiana and Cincinnati companies had reached 100 percent of their targeted EEO goals.

The others reached percentages of achievement in the high nineties. During the first six months of 1977 there were 10,034 targets, or job opportunities, distributed among all the company locations comprising the Bell System. The System's percent of targets made was 98.5 or 9,888 of the total of 10,034.

The man who heads the equal employment opportunity and affirmative action programs for the Bell System is Don Liebers.

He was interviewed recently at his office at the Basking Ridge, N.J. location. With over one thousand different job titles, he is on firm ground when he says employment with the Bell System offers its workers a wide variety of interesting jobs.

There are fifteen company job levels and they can include installers, repairmen, business office supervisors, customer relations staff, operators, operations and technicians, chiefs of various departments, office workers, management and department heads. Not to mention technical, scientific, research, legal, financial and media-related jobs.

Ma Bee offers her employees tuition aid, pension, health, dental and long-term disability plans. With a policy of not laying workers off, one can be offered a job transfer if the needs of the business demand consolidation in certain areas.

Before the 1973 consent decree was handed to AT&T, the company employed 109,224 minority workers. By June, 1977, the number had increased to 124,822 minority workers, as a direct result of setting EEO target goals.

Furthermore, there were 338 women district managers in 1972 and in 1977 the number was increased to 976.

Today, Liebers says his office continues to set and to monitor the thrust of EEO goals.

All phone companies have agreed to implement the court order and Liebers feels this is now a strong commitment, "because old myths have been proven wrong. Bell companies are pledged to fulfilling what is required under the agreement," he told DAWN.

Mary Bennett Staff Specialist

MARY BENNETT is a supervisor and staff specialist working for Ma Bell in Piscataway, N.J. She handles management and job evaluations and equal employment opportunity programs at her location.

Her background for the kind of work she now does began several years ago when she was a shop steward and later president of an electrical workers union.

She got involved in counseling, negotiations, problem - solving for her co-workers and did some public speaking. All of which stands her in good stead today.

"You don't need a college degree for my kind of job," Ms. Bennett told DAWN. "You need to have a real feel for people, compassion for their problems and an objective sense about when and what kind of advice to give them," she added.

She feels that the merit promotion system within the phone company is its greatest asset. After nine years with AT&T she has been promoted six levels and feels there is room for men and women with talent.

Ms. Bennett has taken advantage of company tuition payment plans and in-house training such as speaking and writing courses which are given during regular working hours.

Liz Laboy Compliance Reviewer

seventeen years ago with the phone company as a messenger in New York City. She was a high school graduate. Now she is a compliance reviewer — an internal staff job which rigorously monitors how well or badly the company is doing in implementing the court-ordered consent decree.

She spends approximately sixty percent of her time at other Bell System locations around the country

hearing worker's complaints. In addition, she interprets recent government policies and procedures for Ma Bell so that compliance can keep up with new rulings.

As a working mother, Ms. Laboy can recall her early work

to college and hold down a job were difficult to handle. From this perspective, she can offer counsel and support to women and minority employees who frequently seek her out.

