



## THE DISGRACE OF WASTE

*"For waste of scheme and toil we  
grieve,  
For snowflakes on the wave we  
sigh,  
For writings on the sand that  
leave  
Naught for tomorrow's passer-  
by."*

William Johnson Cory, On Livermead Sands, Stanza I

Among the many under-utilized manpower resources in this country, four should be of greatest concern to us at this time: the culturally disadvantaged, the new college graduate, the older worker and women.

Two recent, intertwined factors have forced a greater awareness of these groups upon all members of our society. First, the groups *themselves* have undergone a change in their expectations and have demanded more from both their job and life itself. They have made this change known through direct action as well as words. Second, both private enterprise and government have responded. They have begun to realize that they have an important responsibility which lies outside their primary functions -- profit making for the former and keeping order for the latter. The realization and acceptance of this social responsibility, by private enterprise and government, could be considered the greatest step man has taken in this century -- a step which may have far more impact and significance than a spaceship orbiting the moon.

*But there is still a long way to go.*

In the world of business, with which we are all familiar, the problems are evident. Blacks are not hired as readily as whites, they are not advanced as rapidly and they are not accepted by their fellow workers. Women are not paid salaries equitable to those of men doing the same job, they are not given the same opportunity for promotion as are men, and they are not accepted as equals by their male fellow workers. New college graduates are not given the job responsibility which they are cap-

able of assuming, they are required to conform and not "rock the boat", and their opinions and suggestions are not accepted by their fellow workers. Older workers are forced to retire at an age no longer considered old, when they have the work experience so often considered invaluable to an organization. They are ignored or forgotten and they, too, are not accepted.

This waste of human resources is harmful to both the individual directly concerned and society in general. Personal frustration leads to giving up and "dropping out" as evidenced by many of our young people who have turned "hippie", and by many of our elderly who sit on park benches waiting for death to relieve them. Personal frustration leads to growing anger and violence as evidenced by our ghetto riots and the college uprisings.

*No society can function without order -- and human waste leads to disorder.*

Fortunately, the picture is not all bleak. Throughout the country, powerful forces are being and have been mobilized to break down the long-standing barriers to effective utilization of our manpower resources. Attitudes are being changed, albeit slowly. People are beginning to realize that the only way to judge another individual is by his *ability* -- not by color, sex or age.

Laws have been enacted *prohibiting* the discrimination so long practiced, and government agencies have been set up to insure that these laws are followed. While there are those who consider the government's participation in the hiring and firing practices of organizations as uncalled for, most people recognize that the time of *laissez faire* is over -- our society is too complex, contains too many divergent interests and is in too perilous a state for the government to continue trying to "insure the domestic tranquility, provide for the common defense and promote the general welfare" without the controls to do so. This control rests with the lawmakers, who, as representatives of *all* the people, are no longer able to tolerate human

waste and are doing *their* part in passing the laws to assist in bringing about change.

Once the laws are passed, however, the responsibility for implementing change within a business organization or the government itself rests with the training man and his management. *They* must focus attention on the problems, plan the strategy and the tactics that will provide the opportunity and the motivation for human potential to be realized. To develop *effective* individual and organization development programs, the training man needs imagination and insight. He must not only be aware of the problem of human waste -- he must

be committed to *eliminating* it. He cannot plan for the future -- without learning the *lessons* of the past. He cannot merely know the theories regarding motivation and development of the individual -- he must *apply* this knowledge.

Before World War II, trainers were virtually unknown. Today they form a growing segment of the working world. The development of human potential, and the ultimate recognition *by all* of the importance of the individual human being, be he black, young, old or not a *he* at all, are goals well worth striving for. The trainer *has* these as his goals, and he *must* achieve them. The trainer

must march in step with Steven Vincent Benet who, in a prayer written for and read by President Franklin Delano Roosevelt on Flag Day, June 14, 1942 said, ". . . *we can make, if we choose, a planet unvexed by war, untroubled by hunger or fear, undivided by senseless distinctions of race, color or theory.*"

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