

Japan ran up a gigantic trade surplus for 1981. Japan had enjoyed a 17 per cent jump in exports with shipments to the U.S. posting a much larger gain. Japan's stunning trade surplus with the U.S. nearly doubled from 1980. Even the Reagan White House is leery of the little island's escalating economic attack on the U.S. Administration officials are beginning to withdraw the hand of peace and replace it with an iron fist.

In spite of the fact that some people believe William H. Draper, III, Chairman of the Export-Import Bank of the United States is fighting for his own life, Draper took a dig at the debauched Japanese. Just when the weather beaten West Coast members of the Commonwealth Club of California were prepared to come in out of the economic and earthen rains, Draper discusses "Trade, Not Aid." All the interest in the usually staid luncheon room at the Sheraton Palace in San Francisco was centered on this venture capitalist trained Californian. Committed to converting charity loans of the past to profits for the future, he failed to get any enthusiasm from the crowd until he confronted the unfair trade practices of Japan.

A Harvard and Yale man, Draper was also national co-chairman of the finance committee for the George Bush Campaign.

Calling for Japan to jettison its trade barriers, Draper did not hesitate to say, "it may not be able to avoid protectionism." President Reagan's administration is "not going to settle for gestures" of good will and voluntary flap.

Japan had promised to limit car shipments to the U.S. Nevertheless, while no one was looking, automobile sales from Japan to the U.S. gained nearly twelve per cent to \$11.28 billion. But this is not the only place the Japanese have pushed and shoved themselves on board ship. Statistics showed that practically all other export categories to the U.S. shot up twenty per cent, thirty per cent or in some cases sixty per cent last year.

Japan's trade relations with the U.S. and Europe have been strained because of the vigorous growth in Japanese exports. The Tokyo government has been under slight pressure to curb exports for sometime and it has promised to take a number of steps to lower both tariff and non-tariff barriers to

Business In The Black

Japan Forces 290,000 Out Of Work

Unfair Trade Tactics Attacked By Charles E. Belle

sales to Japan. Nothing has happened. Reagan's administration will learn it cannot ask the Japanese to be nice. No one seems to understand the Japanese's determination to dump its excess gross into the U.S. market. Maybe the possibility of the making of an international trade

land the Japanese's determination to dump its excess gross into the U.S. market. Maybe the possibility of the making of an international trade

war that might wreck too many economies is too much for even the Reagan Administration to envision.

Nevertheless, Draper does recognize that the "U.S. market is too small." and the "international market is growing." Getting one's fair share of the total international market, however, means making sure you get a shot at both the entire U.S. and Japanese market. U.S. exported fewer than 8,000 cars to Japan, while Japan shipped a few million to the U.S. Out of work auto workers number 290,000.

The jury is still out on Japan opening up for U.S. goods under the Reagan administration.

Coping

How To Eliminate Job Stress

By Dr. Charles W. Faulkner

Most employees would easily recognize the factors on their jobs which they find distasteful and which cause them stress. Their inability to change these conditions lead to as much stress as the conditions themselves.

Following are some major job factors that cause stress and ways to eliminate them.

(1) Job Status: When an employee finds his/her role ambiguous; is supervised by persons who give conflicting and inconsiderate orders; and is held responsible for actions that are beyond his/her control, stress occurs. Clarification of the employees' role, clear statements of the employees' responsibilities and tasks will help to eliminate this kind of stress.

Rules and Regulations: When employees are governed by unclear rules, too many rules, unfair and unnecessary rules, stress takes place. Employees should be allowed at least a minimal role

in the approval and formulation of rules under which they must work. These rules must be clearly defined and shown to directly relate to the ultimate professional objective.

(3) Work Environment: If the work area is congested, smoky, noisy, improperly lighted, or too hot or too cold, the employee will feel stress. Poor ventilation and, even, the wrong colors can affect employee motivation and pride. The physical surroundings should be made favorable to the employees' physical and psychological well-being.

(4) Work Load: If an employee is given too much to do — or too little — frustration and boredom may easily cause stress. Often an employee's workload is determined by the company's need for greater production rather than by the physical capacity of the employee. The employee should be taken into consideration when production needs are being determined. It makes a lot more sense to hire

additional employees or to lower production rather than to destroy a valuable, experienced worker.

(5) Work Hours: When employees are suddenly shifted from day work to night work or sustained on night work for interminable periods of time, stress will become predominant. Shift work has been shown to greatly, and negatively, modify an employee's sleeping habits and eating habits. The results have been devastating to the employee's health (ulcers and other stomach disorders) and have disrupted family and social life. Voluntary modification of shifts by the employee should be utilized. Shifts should be rotated as often as possible.

(6) Advancement Opportunities: A highly motivated employee who is given no goal for which to strive and no clearly stated opportunity to get ahead will become quickly frustrated and depressed. Motivation will diminish. An advancement program fairly applied to all employees will greatly improve work performance and eliminate stress.

These are major factors that enhance an employee's motivation. A stress management seminar is an invaluable asset for the company that prides itself with its product and for the employee who takes pride in the company which provides an opportunity to make a living.

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"I read the want ads too. But I'm not a nurse." Thus said one laid off steel worker in response to President Reagan's assertion that the unemployed should look at the want ads to find a job. The President's callous call to the unemployed to read the want ads is reminiscent of Marie Antoinette's statement that if the people have no bread to eat then, "let them eat cake." The President's statement only underscores his total lack of understanding of the depth of the unemployment situation in our country today.

As the steel, construction and auto industries (among others) are experiencing the worst of economic times with thousands of workers on layoff, these laid off workers experience problems not only getting employment in their previous fields of employment, but they find it difficult in today's tight job market to find other employment for which they are qualified.

There is no doubt that unemployment is the main issue of concern to Americans today. According to a recent *New York Times*/CBS News poll, the public has identified unemployment as the major problem facing Americans today. Some of the more troubling statistics included: 66% of those responding to the poll said that someone they knew well was looking for work; while 33% of those responding said that an adult in their household had been out of work during 1981. But, perhaps the most troubling statistic was that fully one-third of those responding to the poll felt there was a high possibility that an adult in the household would be out of work in 1982. This statistic is troubling because it speaks of the despair that millions of Americans are experiencing in regard to the matter of Employment.

However, in a carefully staged and polished performance mindful of his days on the backlots of the movie studios, President Reagan delivered his State of the Union message to a Congress and American people who, in the throes of a recession, were eagerly awaiting his plan which would help to alleviate some of the suffering many of our fellow citizens are experiencing. Unfortunately, the speech left many of us with a distinct empty feeling.

Instead of dealing with the serious problems at hand, Reagan chose this occasion to unveil his new program which he called the New Federalism. The problem is, however, if we do not solve the serious problems facing our country today, there will be no need to put his feeble-minded plans in effect tomorrow.

Sadly, it is just at the time that the ranks of the unemployed are swelling that the Reagan Administration's cuts in funding to programs for the unemployed are taking effect. In a dramatic flip

Unemployment Is Nothing To Joke About

By Congressman Augustus F. Hawkins

lop the Administration recently approached the Congress to request additional funds to maintain unemployment benefits. Ironically, this is one of the same programs the Administration slashed in its 1981 budget cutting frenzy. And who could forget that during the campaign President Reagan called unemployment benefits "a prepaid vacation plan for freeloaders." By its recent action the Administration seems now to have changed its tune in

regard to unemployment issues.

When President Reagan took office in January, 1981, the unemployment rate stood at 7.4%. After a drop to 7% in July, 1981, the rate has continually gone up reaching the record level of 8.9% in December, 1981 — meaning that 9.5 million Americans were out of work in December, 1981. Discouraged workers (those who haven't looked for a job in four weeks) reached a post-war high of 1.2

million persons.

Though the Administration has taken the standard defense of blaming predecessors, they have contributed significantly to the ranks of the unemployed. Of the 2.5 million persons who lost their jobs by the end of 1981, fully 300,000 of those came from the now dead CETA Public Service Employment Program, while the Reagan Administration's budget cuts have further contributed to the fact that more than 269,000 state and federal employees have lost their jobs in 1981. The trend is continuing as the Administration pushes for further budget cuts and more reductions-in-force for the Federal agencies.

If you feel as strongly as I do that the President is totally insensitive to the plight of the unemployed, please join me in letting the President know of our concern. Let's tell the Administration that unemployment is nothing to joke about and that we want the President to take action immediately.

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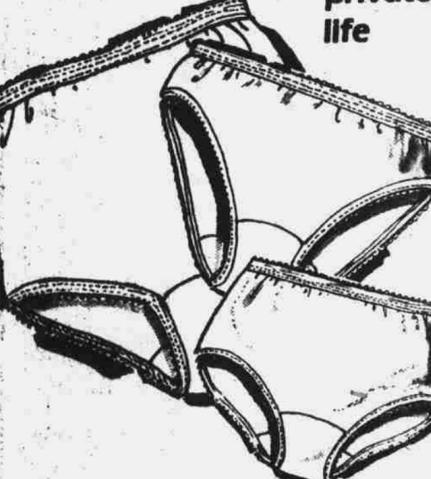
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