Don Bishop Joins

Dept. Of Commerce

Donald E. Bishop, until recently a resident of New York City, has joined the public affairs staff of the U.S. Department of Com-

merce. He will serve as assist-

ant to James G. Morton, Special

Assistant to the Secretary for

Before coming to the Department of Commerce, Mr. Bishop

was vice president of Advance

Public Relations, Inc., a New

York agency serving major busi-

ness firms. Previously he serv-

ed in various executive capaci-

ties with the National Broadcast-

ing Company for eleven years. He was director of Community

Services for the owned stations

division, director of Publicity for

the division, and manager of Program Publicity in the NBC

Press Department. He has writ-

ten articles for numerous perio-

dicals and newspapers. For 12

years he wrote a weekly column

Mr. Bishop, a native of Vic-

toria, Va., was graduated from

the University here and holds the M.S. degree from Columbia Uni-

versity Graduate School of Jour-

for Southern newspapers.

Public Affairs.

The Prejudice Factor In Business

This is the last in a series of five articles on a book entitled "Managing Personnel," by University Professor of Business Administration Richard P. Calhoon.

By NANCY VON LAZAR

Does prejudice operate in the smooth running of personnel in business? It does, according to a new book by a University professor of business administration, and he tells how it operates and who the "victims" are.

"Oldsters," women, ethnic groups, the handicapped, ex-criminals, those who have been mentally ill, alcoholics, and those with some moral stigma are targets of prejudice, according to Prof. Calhoon, author of "Managing Personnel," a book just published by Harper & Row.

Management has tended to view prejudice as a part of the social environment to which management should generally conform," says Prof. Calhoon. "Management has sanctioned and taken part in discrimination where it senses that strong prejudice so demands." Prof. Calhoon says that top management sometimes "has been part and parcel of such feelings of prejudice."

Since about 1950 management has experienced an awakening social conscience "supported by helpful information on dealing with prejudice." However, the "most difficult area of prejudice concerns ethnic groups, because of strong, lasting feelings." Some discrimination, Prof. Calhoon points out, is "management-instigated, largely on economic grounds."

OLDSTERS

"Age discrimination is prevalent throughout the country although found to a greater extent among large firms than among small," says Prof. Calhoon. He points out that indications are that supervisors oppose and resent older workers more than any other group. "The 'successful' supervisor of older workers shows respect for their needing consideration, evinces interest in their problems, responds to their need for feeling wanted. He (the supervisor) must be strong enough to counteract any tendency of older workers to function as they see fit. He must be able to distinguish between what an older worker cannot help and his other performance deficiencies."

WOMEN

Males have stereotypes regarding women who work. "Stereotypes grow out of feelings of superiority on the part of the male, fear because women are a threat (competitors) at work, and the patriarchal view that man has the dominant role in earning a livelihood." Prof. Calhoon says prejudice against the working woman is declining but that the world of work is still regarded as "a man's world." He points out that opportunities for women are still restricted to a considerable extent, and inequities in treatment at work still persist.

Regarding policies in the employment and supervision of women, "a policy of no discrimination in employment, of equal opportunity for ad-

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vancement, and of equal pay for equal work is appropriate for American business and industry."

ETHNIC GROUPS

Ethnic groups are defined as a collection of people having in common religion, racial origin, national origin, or language and culture traditions. The largest minority ethnic group with which management is actively concerned is the Negroes. Management has been "unduly apprehensive and conservative in its fears about employing Negroes." Prof. Calhoon gives nine guides for the process of integrating ethnic groups in the business.

THE HANDICAPPED

Those with mental or physical disabilities suffer prejudices from a culture which places high values on "physical beauty, health, fitness and 'normality,' " according to Prof. Calhoon. "Discrimination is present in employment of those with handicaps despite national efforts such as 'Employ the Handicapped Week'. . . . Management has a social responsibility to employ those handicapped workers who can meet standards required for carrying out particular job tasks."

EX-CRIMINALS

Many of those in management would prefer not to hire ex-criminals, pleading risk and the need for safety. Such an attitude is prompted by a general ignorance of prisons, of prison work, of rehabilitation, and of various types of crime.

THE MENTALLY ILL

"Enough cases of violent actions by ex-mental hospital patients appear in newspapers to render employers dubious about their employment," says Prof. Calhoon. It is being increasingly recognized that mental ailments are treatable diseases, but Prof. Calhoon points out that many employers are nonetheless wary.

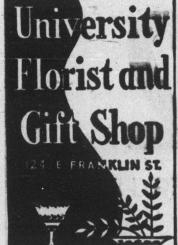
ALCOHOLICS

The chance is that one out of every 35 employees is an alcoholic, according to Prof. Calhoon. He says the typical alcoholic has been with the company for 111/2 years, is in his forties and is therefore a serious problem to his organization, generally having twice as many accidents as the non-alcoholic, having a higher rate of absenteeism and working with reduced efficiency. Prof. Calhoon recommends that policy statements recognize alcoholism as a health problem. Punishment, according to Prof. Calhoon, "does not get at the cause of difficulty."

SEXUAL IMMORALITY

"When an act takes place outside the organization and an employee's work is not affected, the question is one of policy-does conviction for a civil or criminal act then automatically cause discharge from the company?" Prof. Calhoon points out that some companies would prefer not to tolerate any violations of moral code while others feel that they should consider these questions only when work relations are affected.





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835 is in Canada on a three-week camping trip. The Troop left July 19 in its own bus. 19 Scouts and two adult leaders strong.

Following is a report of activities to date from David Miller, Troop

On July 19 we left Chapel Hill at 4:30 a.m. We stopped at Farmersville, Virginia, and looked around for half an hour. Near Washington we ate lunch at 11:30 EST and 12:30 Virginia time. At about 3:00 Virginia time we reached Fort Dietrick, Fredrick, Maryland. We unpacked and got

Chapel Hill Boy Scout Troop layed out in the gym. They had a huge pool and a sliding board that stole the show. For dinner we had Swiss steak and potatoes. After that we went swimming

> July 20: After a rainy night we got up at five, packed, cleaned the gym, and had a breakfast of pancakes, French toast, and cereal. At about 7:00 after a hat chase we hit the road. In Penna. we saw several hex signs on barns and passed several old We stopped in Allentown for Cokes and in Easton we crossed into New Jersey. We took the Garden State Turnpike through New Jersey. In Newark we could see the New York skyline. We took the New York Thruway up to Albany and on the way ate lunch at a Hot Shoppe.

Just north of Albany the eclipse happened and at 10:00 we got to Plattsburgh on Lake Champlain. July 21: We are and left for camp at 7:00 a.m. At 10:00 we crossed the border and soon we went through Montreal. Lunch was at St. Jerome. Our camp-

site is Fort Yukon. July 25: Every day we get up at 7:00 a.m., put on our swimsuits. Then we get washed in the lake. After that we cook and wash dishes. At 9:45 badge instruction starts. From 11:00 to 11:30 is free and then swimming. After that we cook. At 2:30 there is swimming. Then dinner. Then night activities.

Gordon Kage won the 100-yard freestyle. He came in second in the breaststroke. Ricky Barnett won the 50-yard breaststroke. Craig Barton came in third (to last) in the backstroke Jim Parker, Sam Perry, Brian Mansfield, and Pete Blackburn were second in the intermediate freestyle relay. Gordon Kage, Bill Creel, Bucky Barnett, and Tommy Kip were third in the senior freestyle relay. David Miller, Geoffrey Norwood, Mike Hakan, and Fred Johnston were first in the junior freestyle relay. So went the swim meet and we came in second

Tuesday there was a water polo game. At first the score was 3-0 their favor. But soon we pulled ahead. Kage, Creel, and Penny were the tanks and after mauling the Canadians we won 12-5.

These Canadians are These Canadians are real friendly guys and we have traded everything possible. 'Now the Canadians are imitating us and we speak like Canadians.

Yesterday the Eagle Patrol and the staff went on a long, wet, mucky hike. The Bats stayed at the camp and took a training

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is sufficient. The fertilizer may

be applied through a - series of

holes made over the root system

from the trunk out to the "drip

line," or as far as the branches

extend. The holes should be 12-

18 inches deep and one foot apart

for small trees or two to three

It is the opinion of some fore-

stry experts, that digging holes

to fertilize trees is unwarranted.

Instead, fertilizers are simply

spread on the surface of the

ground to be carried downward

by water. Since most of the

tree's small feeder roots are

just under the soil surface, inter-

twined with grass roots, surface

applied plants nutrients readily

leach into the soil and are quick-

ly absorbed. Because roots ex-

feet for larger trees.

TRAFFIC JAM-The Exchange Pool looked like Times Square at 5 p.m. at the height of Monday's heat wave. In addition to the welter of children and rubber craft tangled in the water, adults

Lack of moisture is sometimes

the reason for poor condition of

shade trees during the summer

months, but an equally frequent

cause of trouble is starvation, ac-

cording to University of Tennes-

see Extension Forester, John

Sharp, says the National Plant

The elements needed in the

greatest quantities for healthy

tree growth are nitrogen, phos-

phate and potash. They are de-

ficient in most soils where shade

trees are grown; deficiencies re-

sult in poor bud development, un-

healthy color, dying branches

10-10-10 or 12-12-12 is recommend-

ed for shade trees. From one

to one-half pounds of fertilizer

for each inch of tree diameter tend well beyond the crowns, or.

A balanced fertilizer, such as

and poor growth in general.

gional Office.

.Institute's Southern Re-

and others lined the edges, turning brown in the sun and making occasional frantic leaps for the cooling water. Be it ever so busy, there is nothing like the neighborhood swimming hole.

nalism. He and Mrs. Bishop reside in Alexandria, Va.

drip line-often exceeding fifty

feet for young pole-size trees-

fertilizers should be spread be-

yond the span of the tree crown

when using this method.

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