

Sect Writz  
(Sect annual)

President at the White House,  
Mr H. Rombes  
Mr Taylor.

Plans for Progress Conference  
Tuesday, January 26, 1965

300 business  
It is a great pleasure to participate in the 3rd  
Annual Plans for Progress Conference. - (Good)

Although I have been Chairman of the President's  
Committee <sup>on</sup> ~~for~~ Equal Employment Opportunity for only six  
days, I suspect I'm going to like this job.

① I say this for several reasons. First, I'm going  
to like it because a person whose judgment I respect in  
these matters found it to be one of the most satisfying  
and rewarding experiences of a long and productive govern-  
ment career. And this person is now President of the  
United States. - Lyndon Baines Johnson.

<sup>+ this Committee</sup>  
Lyndon Johnson made a remarkable contribution to  
fostering equal employment opportunity within the Federal

government and without. To a Vice President of only six  
days duration, his record as Chairman of this Committee

is indeed challenging and impelling.

on Equal  
Employment Opportunity

②

L Second, I'm going to like this job because I know that building a climate of equal employment in America is a task of paramount importance and urgency.

L For generations poets and patriots have sung of the promise of America. But we know that this promise will remain only partially fulfilled until every American is judged ~~on his job~~ solely on the basis of his personal qualifications -- not on his color, or nationality, or religious affiliations.

L As Mayor of Minneapolis I fought for and helped establish one of the first equal employment opportunity <sup>1946</sup> programs in the country. I am most pleased that my election as Vice President of the United States once again involves me actively in this vital work.

L President Johnson has also asked me to help coordinate all activities of the Federal government relating to civil

rights. I expect this will be a difficult and challenging  
assignment — But, it is an assignment I accept with enthusiasm.

*#*  
L The enactment last year of the Civil Rights Act  
signified a historic turning point in our nation's efforts  
to secure equality *of opportunity* for all citizens. Congress, in effect,  
established the Federal government as a full and active  
partner in this struggle. It is essential that these new  
responsibilities of the Federal government be discharged  
with *fairness,* energy and effectiveness. To this task I will devote  
my best efforts.

*#3* L Third, I'm going to like this job because it will  
provide me with an opportunity to work closely with the  
outstanding leaders of American business who have developed

Plans for Progress to promote equal job opportunities.

L You have done *far* more than agree to observe the minimum  
requirements of equal treatment to all employees and job

applicants. / You have decided to walk that extra mile, to reach out and seek persons who might not otherwise take advantage of the new job opportunities open to them. I salute you for your commitment to build a better America by building better Americans.

h In 1961 Lyndon Johnson, then Vice President of the United States, and Courtland Gross of Lockheed signed the first Plans for Progress agreement. Today nearly 300 major corporations with almost 8½ million employees have chosen

" Plans for Progress as their means of expressing and implementing their programs of equal employment opportunity.

And I am confident this number will continue to grow.

h While American business firms have been joining in "Plans for Progress during the past four years, the Federal government has been moving ahead to develop a broad variety of tools to assist in this task of promoting equal

employment opportunities throughout our economy.

✓ In 1961, for example, we began to fight on a national basis the problem of high school dropouts -- then totaling about 1 million youngsters each year. The Juvenile Delinquency and Youth Offenses Control Act provided funds to initiate dozens of local demonstration programs throughout the country.

✓ In 1962 Congress passed -- and subsequently expanded -- the Manpower Development and Training Act to provide a national program to upgrade our skills resources through on-the-job training and other services. ✓ Secretary of Labor Wirtz has undertaken a bold reorganization of his department with the creation of our first Federal Manpower Administration. ✓ The Social Security Act has been amended to assist local communities in preventing and reducing chronic dependency through work experience and literacy

training programs. Vocational education expenditures have been doubled for two years in a row.

The Department of Commerce, the Small Business the President's Committee, Administration, and, more recently, the Community Relations Service have initiated technical assistance programs to assist American business to expand employment opportunities for minority workers.

The "Economic Opportunity Act of 1964" has sought to interrelate and coordinate many of these separate Federal programs. Through such planning tools as the Community Action Programs, or operational efforts as the Job Corps and the Neighborhood Youth Corps, or new assistance programs as the small farm loan plan or the work experience and work study programs, we are now attempting to reach those persons who have been unable to obtain the minimum employment capability necessary to survive in today's highly competitive environment.

job market.

-7-  
The Govt has helped to provide  
the tools for growing the job

And, finally, we have labored ceaselessly to help  
provide the economic growth which is so essential to the  
development of new job opportunities for every American.

Econ.  
Growth

We are entering our fifth year of uninterrupted prosperity.

This surely ranks as the longest period of peacetime growth  
in the nation's history.

We have also learned that a growing economy is one  
of the most effective tools in developing job opportunities  
for minority workers. When the economy lags, the unskilled  
workers will likely find themselves to be the first  
victims of rising unemployment. But a rising Gross National  
Product increases employment opportunities for all -- skilled  
and unskilled alike.

Moreover, President Johnson indicated in his State-of-  
the-Union address that we intend to expand our activities

in these vital areas. / This year's budget for the Office of Economic Opportunity will provide for a doubling of present program levels. The President's message on education places special emphasis on combatting educational and cultural deficiencies in areas of poverty and deprivation -- likely breeding grounds for unemployment and related social and economic ills. / His recommendations on health are similarly concerned with the special problems of the poor. In addition, there will be important proposals in the areas of social security, unemployment compensation and minimum wages.

Edue

Health

h America should be proud of this record. It is one accomplished through the enlightened cooperation and partnership among government, business, and labor, between the public and private sectors of our economy; between the legislative and the executive branches -- and frequently



between members of both political parties. We have, in particular, kept faith with the American free enterprise system and this faith has not been misplaced. ②

And yet -- despite this remarkable record -- the problems which remain in bringing full employment equality to minority workers are staggering in their dimension. At a time when our average annual household income has reached \$6300, two-thirds of our non-white families earn less than \$4000. In recent years, non-white families have actually been losing ground to their white counterparts in terms of family income. Non-white workers account for about 10 percent of the labor force, 20 percent of the unemployed and 30 percent of the long-term unemployed.

Recent studies by the Department of Labor disclose massive unemployment among non-white workers in our cities.

At least half the non-white labor force was unemployed at

some time during the past year, Only about half the non-  
white men worked steadily at a full-time job, If such a  
situation confronted the average white worker, 25 million  
people would have been unemployed -- more than twice the  
number unemployed at the height of the Great Depression.

L There is, in short, much to be done if the promise of  
America is ever to become a reality for the millions of  
minority workers in our country. And so I come to ask  
your assistance in accelerating our rate of progress toward  
this goal. I do this knowing of your cooperation in the  
past year and confident of your willingness to accomplish  
even more in the future.

*you to do - a good start.*

#  
L Tonight I ask for a revival in American industry of  
the spirit, ingenuity, imagination and energy which trans-  
formed America into the arsenal of democracy during wartime.

L I ask for a revival of the spirit that helped support the

great overseas technical assistance programs that launched  
whole nations down the path of economic and political self-  
sufficiency during peacetime.

↳ None of these problems were more than American  
industry could handle then. Why should the inclusion of a  
relatively small number of minority workers into the  
mainstream of our own society appear to be so formidable  
a task now?

↳ We know, of course, it is not just a question of  
eliminating overt racial discrimination. This must be  
accomplished as rapidly as possible. But even when legal  
equality exists, the victims of centuries of discrimination  
remain greatly disadvantaged by comparison with the  
majority of our white citizens. 4

↳ The lag has been so great, the resistance in some  
cases so firm, the deprivations so deep, that only the

!!

combined resources of both government and industry can achieve the rate of progress we must experience in the immediate future.

h We must, in particular, focus our attention upon the urgent need to promote equal employment opportunity in our local communities -- in our thousands of regional offices, plants, and subsidiaries across the nation. And this challenge bears just as heavily upon the Federal government as it does upon private industry.

now ~~##~~ Let us see the same imagination, ingenuity, and inventiveness expended in developing equal employment opportunities as we have seen used to deny such opportunities in the past.

L Every State -- if it does not have one already -- should establish a Governor's Committee on Equal Employment Opportunities to perform for state employees and state contractors the same services which the President's

Committee performs on the Federal level. In our towns  
and cities, Mayors should initiate similar campaigns where  
they do not now exist. And every corporation participating  
in Plans for Progress should broadcast throughout our  
communities the good news of equal opportunity hiring  
policies.

Set  
the  
Hanging

Emphasize

L Do not hesitate to seek out local businesses in a  
community where you have an office or plant. Urge them  
to join with your company in mounting an aggressive and  
affirmative campaign of equal opportunity recruiting.

L Accelerate still further your training programs to trans-  
form unqualified or inexperienced young workers into  
qualified employees.

L Now is the time for American industry to demonstrate  
a new dimension of leadership, initiative and aggressiveness  
in furthering the cause of equal employment opportunity.

The benefits of such an accelerated effort would be

substantial -- to the persons involved and also to our economy. It is estimated that we sacrifice up to \$20 billion per year of potential production as a result of job discrimination and unequal employment opportunity.

Just consider what we have been sacrificing in terms of purchasing power and potential markets -- not to mention the human misery and social decay stemming directly from unemployment and low wages.

I maintain a deep faith in the capacity of American industry to accomplish anything it determines must be done for the survival of the country and the betterment of our free enterprise economy. The challenge to move aggressively in promoting equal employment opportunity -- in all its dimensions and ramifications -- is patently evident.

The specific form you might adopt in helping meet this challenge is less important than a clear recognition

*(your ideas needed)*

of the dimensions of the need and a mutual understanding between industry and government that the job must be done.

↳ In building the Great Society we truly will be required to exhibit qualities of greatness. Now is such a time.

I ask you to join with President Johnson and his Administration in demonstrating the continued faith and spirit of this land and people. There is no higher calling.

# INFORMATION

FROM THE  
PRESIDENT'S COMMITTEE  
-ON-  
EQUAL EMPLOYMENT OPPORTUNITY  
Washington 25, D. C.

REMARKS OF VICE PRESIDENT HUBERT H. HUMPHREY  
PLANS FOR PROGRESS CONFERENCE, SHERATON-PARK  
HOTEL, JANUARY 26, 1965

I know this is your Third Annual Plans for Progress conference, and I can't tell you how pleased I am that I have been permitted to come on this program. I like the sound of that phrase "Plans for Progress" and I like the fact that the Plans for Progress has not been made just by Government --- because I happen to be one who believes that successful plans for progress in America will come as a working partnership between the great energy and force and dynamism of the private enterprise of our economy in cooperation with Government, and you are adding that sense of dynamism here, and you are really the ones who are making the plans.

Mr. Romnes, I believe, indicated that there are some 300 business firms participating in this conference, 300 great American private enterprises, free enterprises, that's mighty good news. I hope that somehow our means of communication, the news media, can carry this message -- not only to every part of the United States, but all over the world -- that leaders in American industry and in American business came to the Nation's Capital on their own volition to talk about how we can improve America and how we can plan for progress, for new dimensions of leadership, the theme of your conference. This is the way it ought to be. This is what we mean by initiative.

Now I have been Chairman of the President's Committee on Equal Employment Opportunity for only six days, and I suspect I'm going to like this job.

I say this for several reasons. First, I'm going to like it because a person whose



judgment I respect in these matters found it one of the most satisfying and rewarding experiences of a long and productive government career. And this person is now the President of the United States, Lyndon Johnson.

President Johnson made a remarkable contribution --- with your very active help --- in fostering equal employment opportunity within the Federal Government and without. So to a Vice President of only six days duration, his record as the Chairman of this Committee on Equal Employment Opportunity is a very challenging one, and indeed an impelling one.

Second, I think I'm going to like this job because I know that building a climate of equal employment in America is a task of paramount importance and urgency. It's good morals, it's good economics, it's good citizenship.

For generations the poets and the patriots have been singing of the promise of America. But we know that this promise will remain only partially fulfilled until every American is judged solely on the basis of his personal qualifications --- not on the basis of his color, of his nationality, or his religious affiliations. We will judge Americans as the citizens of this Republic on the basis of what he has to contribute, what he has in himself, what he has in terms of mind, spirit and talent and body; and that is the only yardstick or measurement we ought to have in a free country.

I was once the Mayor of a city of about half a million people, the city of Minneapolis, Minnesota, and I fought for and helped establish in that period of my public service one of the first FEPC ordinances or equal employment opportunity programs in the

country. That was way back in 1946. You would be interested to know that a member of your Cabinet, Mr. Orville Freeman, was the unpaid, self-sacrificing legal counsel to the Mayor of Minneapolis. He had just come out of law school. He needed a job and I needed a lawyer. We had something in common -- neither one of us had any money. So I did not pay him. But he was a great lawyer, and he wrote the language of that first ordinance of fair employment practices, the first fair employment practices ordinance passed in any city in the United States, and I am now pleased that my election as the Vice President of the United States once again involves me in this vital work. Work that has been close to my heart all of my adult life.

President Johnson has also asked me to help coordinate all of the activities of the Federal Government relating to civil rights and it is indeed a broad area of activities. I expect this will be a difficult assignment and a challenging one. But I want to say that it is an assignment I accept with enthusiasm. I look forward to it. I want to assure this audience that it will be my intention and hope to be able to help in this area of civil rights as a reasonable, responsible, thoughtful and considerate person seeking to get observance of the law because the law is right and hoping that it will not be necessary to enforce the law because the law is right. I think we can get more observance if we all work together to explain the purpose of the law and if we go on out as teachers and educators and as advocates of the program, knowing that it is good for every person in America, not just for one minority group or the other.

Now the enactment last year of the Civil Rights Act signified a historic turning point in our nation's effort to secure equality of opportunity for all citizens. I am

very grateful to Secretary Wirtz tonight for his mentioning my participation in that endeavor, but let me make it quite clear that the Civil Rights Act could not have been passed without the active participation and cooperation of both political parties in the Congress and of the leaders of both political parties. It was not a partisan act, it was not one that belonged to any one person. It could not have happened even by the active cooperation of the members of Congress alone. It had to have your help and it had to have the help of the religious and spiritual leaders, the labor leaders, the industrial leaders, and the educators of America. We had to mobilize the forces of decency in America and then we had to have complete bipartisanship in the Congress of the United States --- and we got it done.

I would be remiss if I did not mention two names in particular on the minority side in the Senate, Senator Dirksen and Senator Kuchel, for their work. I vowed that I would always be mindful of those who put their country above their party, and who put principle above partisanship. So Congress, in effect, established the Federal Government as a full and active partner in this noble struggle, and it is essential that these new responsibilities of the Federal Government be discharged with fairness and yet with energy and effectiveness. And I pledge tonight to this distinguished audience that I will devote my best efforts to this endeavor.

Third, I think I'm going to like this job as Chairman of this committee because it will provide me with an opportunity to work closely with the outstanding leaders of American business who have developed the Plans for Progress that we have talked about today, these Plans for Progress to promote equal job opportunities.

You have done more than agree to observe the minimum requirements of equal treatment to all employees and job applicants. You have fortunately decided to walk that extra mile, to reach out and to seek persons who might not otherwise take advantage of the new job opportunities open to them. And may I just in a friendly manner, admonish you to continue that. You are going to have to reach out, you're going to have to continue to walk that extra mile as I shall attempt to explain tonight. I salute you, therefore, on behalf of your Government for your commitment to build a better America by helping to build better Americans.

In 1961, Lyndon Johnson, then Vice President of the United States, and Courtland Gross of Lockheed signed the first Plans for Progress agreement. Today nearly 300 major corporations which employ almost 8-1/2 million people have chosen Plans for Progress as their means of expressing and implementing their programs of equal employment opportunity. And I am one of those who is a perennial optimist. I am confident that this number will grow and I am confident that it will grow because you will see to it that such happens.

Now while American business firms have been joining in Plans for Progress during these recent years, your Federal Government has been moving ahead to develop a broad variety of tools to assist in this task of promoting equal employment opportunities throughout our economy.

In 1961, for example, we began in the Government to fight on a national basis this problem of high school dropouts --- dropouts who are poorly equipped to make any contribution to our society --- that number totaling about 1 million youngsters

each year. This struggle is still on. The Juvenile Delinquency and Youth Offenses Control Act provided funds to initiate dozens of local demonstration programs throughout the country.

In 1962 Congress passed -- and subsequently expanded under the leadership of our Secretary of Labor --- the Manpower Development and Training Act to provide a national program to upgrade the skills and the human resources through on-the-job training and other services. We did this because you can't take advantage of equal employment opportunities if you are not skilled for the job or trained for the job. Secretary Wirtz has undertaken recently a bold reorganization of his department with the creation of our first Federal Manpower Administration, and I predict that this is going to have a beneficial effect. The Social Security Act has been amended to assist local communities in preventing and reducing chronic dependency through work experience and literacy training programs. Vocational education expenditures have been doubled for two years in a row. In other words, my fellow Americans, your Government, representing you, recognizes that equal employment opportunity isn't just a matter of heart, it isn't just wanting to be fair and saying to your personnel directors, "Be fair." It means that you have to have the means to properly equip and train and guide those who seek the job, so that the proposition of equal employment becomes a reality rather than a promise.

Let me just go thru this list quickly. The Department of Commerce, the Small Business Administration, the President's Committee on Equal Employment Opportunity and, more recently, the Community Relations Service, under the able and dynamic

direction of Governor Collins, have initiated technical assistance programs to assist American business to expand employment opportunities for minority workers.

And then comes the Economic Opportunity Act of 1964. I am sure you heard from Mr. Shriver today this plan has sought to interrelate and coordinate many of these separate Federal programs. Through such planning tools as the Community Action Programs, or operational efforts of the Job Corps and the Neighborhood Youth Corps, or new assistance programs for the small farm loan plan or the work experience and work study programs, we are now attempting to reach those persons who have been unable to obtain minimum employment capability necessary to survive in today's highly competitive job market. In other words your Government is working with you to see to it that our human resources are developed. Just as we have had a program in this Government for the conservation and development of great resources of land, and water, and minerals, at long last the Government of the United States is working with State and local government, and private agencies, and private industry in developing a program for the conservation and development of human resources and these human resources are the real wealth of this nation, as everyone in this audience so well knows.

With all of this we have labored ceaselessly to help provide the economic growth which is so essential to the development of new job opportunities for every American. May I just digress to say again that it is not good enough for those of us who feel a sense of compassion and charity to want to help somebody in the kind of world in which we live and in the nature of our economy, the greatest in the world. We have a

growing population and we must have a growing economy. We must be able to provide new jobs, new job opportunities, we must be able not only to absorb the increase in the worker population as it comes along, due to the increase in population, but we must be able to dip down into that hard core of the unemployed and bring them into the fabric of the economic structure. Economic growth and policies that relate to economic growth are as vital to civil rights as any law that you pass and they are as vital to equal job opportunities as anything that we can do. There is no use in talking about equal job opportunities if there are no jobs. I am not one who believes in cutting up the pie in smaller pieces, I believe in baking bigger pies.

Now we are entering our fifth year of unprecedented prosperity. Some people say it can't continue. I don't know why not. I like it, don't you? Anything this good ought to continue. And we have learned a great deal about how to help sustain a level of economic growth and expansion and I want to leave this thought with you: Don't tell me that we can't do it because if we should fail to sustain and maintain this pace of economic growth, then we will face staggering problems --- problems at home and abroad. America must be able to demonstrate through the dynamism and the creative force of its economy, in cooperation with its government, that we can sustain high levels of prosperity and expanding employment. We have no other alternative.

We have learned that a growing economy is one of the most effective tools in developing job opportunities for minority workers. It's a fact that when the economy lags, the unskilled workers will likely find themselves to be the first victims of rising unemployment -- and frequently this means the minority worker or the older worker.



But a rising Gross National Product increases employment opportunities for all - skilled and unskilled alike. So I am just one of those persons who refuses to get my mind twisted around arguing about what will we do if there's a depression. I came to the conclusion a long time ago that it is a lot cheaper and a lot better to sustain a high level of prosperity than it is to try to go back and mop up the debris of a recession or depression.

President Johnson has indicated in his State-of-the-Union address that we intend to expand our activities in all these vital areas. This year's budget for the Office of Economic Opportunity, for example, will provide a doubling of the present program levels. And then the President's message on education --- that was a remarkable message, and I hope all of you will take the time to read it because believe me that's the key to much of our need and our problem --- places special emphasis on combatting educational and cultural deficiencies in the areas of poverty and deprivation, and these are the likely breeding ground for unemployment and related social and economic ills. His recommendations on health are similarly concerned with the special problems of the poor and the unemployed. In addition, there will be other important proposals coming before the American people on social security, unemployment compensation and minimum wages. All of these are vital matters and all of them relate to what you are here today discussing and dedicating yourselves to.

America can be very proud of this record and I am very proud of the fact that our President has seen fit to place his emphasis on the enrichment and development of human resources. I am very pleased that he has also wisely



noted that there are tremendous forces of creative good in the American economy, if you will give the American economy a chance to work. And this Administration my friends of business and labor, is dedicated to the proposition that if you let American capital and American labor go to work, you will answer most of the problems of the American economy without too much outside help.

Now this record is one accomplished through enlightened cooperation, through this partnership we talked about among government, business and labor. It is a partnership between the public and private sectors, between the legislative and the executive branches --- and frequently between members of both political parties. I want to emphasize that partnership, although I know that does not make much news. There are more fight promoters per square foot in Washington, D.C., than any other place in the United States of America. It's a fact. You can have hundreds and hundreds of days of industrial relations that are good, labor-management peace, and you will never get a merit badge or a line in the newspapers.

But you just have a little trouble about in the old plant and see what happens. And we have professional fight promoters that make old Jack Kearns and Tex Ritter, the great fight promoters back in the days of Jack Dempsey, look like peace lovers. We have them here by the hundreds, and they like to stir up just a little doubt. They will go to the Executive Branch and say, "Did you hear what they did in Congress?" And then they will go over to Congress and say, "You know it isn't what they have done, it's what they have in mind doing to you!" And then they will come on over and say to a member of labor, "Well you know I think you ought to know there is a little too much emphasis on capital." And they they will go over to the

capital man and say, "There is a little too much emphasis on labor, sic them!" Well, I am here to say that what we need now is not that spirit of fight promoting but rather the spirit of cooperation.

We have, in particular, through this governmental partnership that I have spoke of, kept faith with the American free enterprise system and I can tell you that faith has not been misplaced.

And yet, despite this record, the problems which remain in bringing full employment equality to minority workers are staggering --- staggering in every dimension. At a time when our average annual household income has reached \$6,300, two-thirds of our non-white families earn less than \$4,000. Now that is not only socially and morally unjust, but economically, it is bad news. In recent years, non-white families have actually been losing ground to their white counterparts in terms of family income. Non-white workers account for about 10 percent of the labor force, yet 20 percent of the unemployed and 30 percent of the long-term unemployed are in the non-white group.

Recent studies by Secretary Wirtz's department disclose massive unemployment among non-white workers in our cities. At least half the non-white labor force was unemployed at some time during the past year. Only about half the non-white men worked steadily at a full-time job. Now if such a situation confronted the average white worker, 25 million people would have been unemployed last year --- more than twice the number unemployed at the height of the Great Depression. And I think you have to dramatize it in those terms to realize the degree of the problem.

There is, in short, much to be done. You made a good start, I salute you. You are deserving of the commendation and the praise of the nation. But believe me, there is a long road to travel and I know that you have the courage to keep on that road until you come to the destination. But if the promise of this America is ever to become a reality for the millions of minority workers in our country, we have to do much more. So I came to ask your assistance tonight in accelerating our rate of progress toward this goal. I do this knowing of your cooperation in the past, confident of your willingness to do even more in the future.

Tonight I ask for a revival in American industry of the spirit, ingenuity, imagination and energy which transformed America into the arsenal of democracy during wartime. I ask for a revival of the spirit that helped support that great overseas technical assistance programs that launched whole nations down the path of economic and political self-sufficiency during peacetime.

None of these problems were more than American industry could handle then. You were able to do it. Why should the inclusion of a relatively small number of minority workers into the mainstream of our society appear then to be so formidable a task now?

We know, of course, it is not just a question of eliminating overt racial discrimination. This must be accomplished as rapidly as possible. But even when the legal equality exists the victims of generations, yes, centuries, of discrimination remain greatly disadvantaged by comparison with the majority of our white citizens.

The lag has been so great, and the resistance in some cases so firm and so imbedded, the deprivations so deep and so enduring, that only the combined resources of both government and industry can achieve the rate of progress that we must experience in the immediate future.

We must, in particular, focus our attention upon the urgent need to promote equal employment opportunity in our local communities -- in our thousands of regional offices, regional plants, in your subsidiaries across the nation. And this challenge bears just as heavily upon the Federal Government as it does upon private industry. I mention this because I have been around Washington a long time and I have found that you can get some statement from the head of a department, and you think you have a whole change of policy. Oh you feel good! You say, "Well I have won this one." I want to tell you that to change the habits of an establishment in this city, and to get that message down thru the many bureaus and agencies and sub-bureaus, is a task, believe me, that requires the efforts of a giant. And I have a feeling that some of our large business establishments may have similar experiences. So don't be satisfied by the fact that you have put out a new bulletin -- I have seen millions of those-- or a new regulation. You really have to follow through. Let us, therefore, see the same imagination, ingenuity and inventiveness expended in developing equal employment opportunities, now and in the future, as we have seen used in the past to deny such opportunities, and I will tell you they were mighty clever.

Every State --- if it does not have one already -- should establish a Governor's Committee on Equal Employment Opportunity to perform for state

employees and state contractors the same services which the President's Committee performs on the Federal level. And I wish that each of you would become an ambassador to see that this was undertaken in your state if it is not already a fact. In our towns and cities, Mayors should initiate similar campaigns where such do not now exist. And every corporation participating in Plans for Progress should broadcast throughout our communities the good news of equal employment hiring policies.

Do not hesitate to seek out local businesses in a community where you have an office or plant. Many of you are in a very real sense the center of the industrial life of the community. You set the example and if you relate it to others in the community, it will be contagious. I urge you to urge your business associates and other businesses in your community to join with your company in mounting an aggressive and affirmative campaign of equal employment recruiting. Accelerate still further your training programs to transform unqualified or inexperienced workers into qualified employees.

There is just so much that you can do on your own and then you won't have to listen to the Vice President or the Secretary of Labor or to Hobart Taylor or any of us, --- you can just do it on your own.

Now is the time for American industry to demonstrate a new dimension of leadership --- which is the theme of this conference --- initiative and aggressiveness in furthering the cause of equal employment opportunity. The benefits of such an accelerated effort would be substantial -- to the persons involved and also to our economy. It has been estimated by the Council of Economic Advisors that we

sacrifice up to \$20 billion dollars per year of potential production as a result of job discrimination and unequal employment opportunity. Let's presume for a moment that that's an exaggerated figure. The fact is, that upgrading the confidence and skill of a worker, employing people on the basis of their personal qualifications, and bringing them into the mainstream of the American economy, is not only good morals, as I said a while ago, but it is good business. It is the way that you make markets, and it is also the way that you help to make good people. Just consider what we have been sacrificing in terms of purchasing power and those potential markets -- not to mention the human misery and the social decay stemming directly from low wages and unemployment.

I maintain a deep faith in the capacity of American industry to accomplish anything it wants if it determines that it must be done for the survival of our country and for the betterment of our free enterprise economy. The challenge to move aggressively in promoting equal employment opportunity -- in all its ramifications -- is patently evident.

The specific form you might adopt in helping to meet this challenge is far less important than a clear recognition on your part of the dimensions of the need and a mutual understanding between industry and government that the job must be done.

You hear a great deal these days about building the Great Society. I am pleased that we do because America needs the challenge of excellence. We Americans can no longer tolerate just getting by. We are in the role of world leaders and, whether we want it or not, we can't escape from this role of leadership. And this role of

leadership will require of us excellence of performance, higher standards of conduct, better products, higher quality of education, a greater appreciation of the cultural heritage that is ours. The meaning of the Great Society is not just more production or even more wages, but as the President has said, it relates to the quality of our life, not just the quantity. But the quality of our life as a nation is adulterated my dear friend unless that quality of life is extended to more and to more of our fellow citizens.

We are really no longer talking about bigness. Our business is big, our labor is big, our agriculture is big, our universities are big, our government is big, our nation is big. But there is a great deal of difference between bigness and greatness, and now we are asking the American people to take on the mantle of greatness. We have accomplished the bigness, but the greatness will test our character and you, my dear friends and fellow Americans, you are involved tonight and tomorrow not just in making America bigger, or even richer in material goods. You are now involved as full partners in building the greatness of America, and the greatness will be achieved when we finally realize that the main difference between freedom and totalitarianism is in the acceptance and the understanding of human dignity.

I, therefore, ask you to join with our President and his Administration in demonstrating the continued faith and spirit of this land and people. Let's continue to plan for progress and let's not only make the plans, but let's make sure that the progress is something of which we can be proud and that generations yet unborn can

point back to this day and say, "They made a beginning and a good one, and the progress they made has permitted us to achieve these great goals." I am delighted that I can be a partner and part of this calling, and I look forward to working with you, and I thank you very much.





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