

mentation going on on this. I am quite encouraged by the techniques that we have been using and I also have a fairly strong bias, I guess you would have to say, that the normal educational techniques wouldn't work with these kids and you have to use some of these new techniques that involve cooperative education between the kids. Helping each other, small group instruction, special textbooks, special, and I didn't mention this previously, connection between the job and the education.

You see our kids know that they are surrounded by kids who have got it from their point of view and they have the same expectation that the high school kids have, some of them higher, oddly enough, and there is a reinforcement in their knowing if they are going to get promoted not as a cold requirement but as a basic necessity, they have to be able to read, they have to be able to do some arithmetic and so on, and they see that.

We get that reinforcement. We give them the education in our company building in a training place and these two things reinforce each other. Some of these elements about which I could talk more expertly which the Board of Fundamental Education has developed seemed to be necessary. Possibly some of them could be developed more effectively by the public schools and probably are in some school systems.

Mr. ERLBORN. Thank you very much.

Chairman PERKINS. Mr. Gibbons.

Mr. GIBBONS. I am so glad you came here and I am so glad our Republican colleagues invited you to be one of their witnesses.

I agree with about 99 percent of the things you have said and as I have interjected from time to time in this testimony a lot the things you are doing can be done and should be done right now and they are being done right now in other places in the United States.

I want to commend your company for the progress and leadership in this.

Mr. ROBE. There are a lot of employers doing the same things or similar things. I don't know enough about the specific programs to specify them but the Prudential, as one example, has been involved in a very interesting program along with some other companies to train clerical workers in special education classes.

I think these were largely girls, typists and stenos in a multicompany training effort from which they would then draw some employees for themselves and others would go elsewhere.

I am not sure of the details. I believe the Connecticut General in Hartford has done some special work. I know Eastman Kodak and Xerox, to get outside of our industry, have done some work.

I mentioned the steel industry. It seems to me Owens-Illinois has done some work. More and more employers are experimenting in a small way with this kind of thing, but it is my feeling that what we need to do is multiply this by a thousand and particularly to get the small people involved because big employers have fewer and fewer of these jobs.

We are automating these jobs out of existence, and particularly the manufacturing companies.

Mr. GIBBONS. Let me say I heartily agree with you there and I think it is the most realistic type of opportunity we can offer people, having a great deal of built-in motivation factors, and it takes people off the so-called Federal payroll and puts them in private employment where they should be.