

"Although this program is still in the development stages the work completed holds great promise in meeting a real need in both State and local governmental agencies."

As a result of the activity reported at that time a formal proposal was made for an Office of Economic Opportunity grant to undertake this type of training. Although this grant has not been acted upon favorably the Training Development Coordinator for the State Personnel Department has continued as time has permitted to work with a representative committee from the State agency utilizing such services and occupations.

Our State Department of Public Instruction and our public school system has had substantial success with the development and utilization of the role of Teachers Aide. Our State Board of Health has currently underway a limited program of training of supportive personnel in the health services area. We are completely convinced that the public demand for services has and will substantially outrun the available manpower resources. We reported to Governor Moore early in the year as follows concerning our manpower problem:

"We, along with all other employers, have a growing problem in getting and keeping the necessary manpower. The most immediate reaction to this situation is to suggest higher salaries as the solution to recruitment and retention of more and better employees. However, the problem is essentially one of manpower shortage. This deficiency, at first, seems strange in view of the fact that we now have employed the largest number of people and the largest number of trained people and that we have ever had in the history of this country.

"There is, at the same time, a steadily decreasing proportion of this manpower in agriculture and manufacturing and a corresponding increase in the proportion going into the 'service' occupations. In view of these facts, the only plausible explanation of the manpower shortage is the dramatically increasing demand for services. The best example of this development is the increased medical service which all of us expect and accept as a necessity but which only a few years ago would not have been dreamed of as a possibility. Without going into an extensive examination of statistics, it is worthwhile to note in the simple table below the change in two employment areas in which we quite casually speak of shortage; public school teaching and nursing services as compared with change in total non-agricultural employment."

	Number	Percentage increase
Nonagricultural employment in North Carolina:		
Average, 1950.....	927, 800	
July 1966.....	1, 486, 500	58.28
State allotted teachers or principals:		
1949-50.....	26, 717	
1965-66.....	43, 451	62.6
Nurses employed in North Carolina:		
1950.....	6, 806	
1965.....	15, 012	120.57

I have used these two examples not to suggest that we have too many nurses or teachers, but because almost everyone will agree that we do not have enough and, yet, the proportion of our manpower going into these two fields has increased. These figures are, indeed, conservative as I have ignored the proportionately greater increase in the subprofessional nursing fields and the recent addition of more than 5,000 teachers aides in the public schools. In our world today, our expectations are outrunning our manpower resources. Thus, availability of manpower, not willingness to pay, becomes the crucial factor in whether or not and to what extent a particular service will be provided. The present situation requires:

(a) The greatest possible efficiency, the utilization of machines were possible as a substitute for manpower, the re-examination of job assignments to group tasks that are within the training limits of less able individuals who are not presently fully employed so that such individuals can relieve more highly skilled employees, and better supervision and increased training to upgrade the performance of present or potential employees.

(b) Unpleasant choices in which one good and useful activity may have to be curtailed, eliminated, or postponed in order that another which is more important or more urgent may be undertaken or increased.