

He estimated the cost of such a program to be in the neighborhood of \$9-billion, a sum that could be raised by applying an increment of the annual increase in Federal revenues of \$3-billion over a period of three years. He felt that such a system would relieve the strains on family life that occur when mothers go to work to supplement the inadequate earnings of fathers and discounted the proposition that a family allowance would increase the birth rate of the poorer section of the population. He cited the fact that during the past two decades when Canada had a family allowance, the Canadian and American birth rates rose and fell together with apparently no "family allowance" effect whatsoever.

Lastly, Mr. Moynihan endorsed the establishment of national standards for welfare payments under the Social Security Act and called for research in two general areas:

1. Longitudinal studies of poverty populations to determine what factors lead in and out of welfare dependency.
2. Determination of methods of providing genuine help to those in deepest poverty.

Leland Hazard called his paper *Welfare, Social Work and Business in Transition*.^{*} In his opinion, poverty was relative and would never be totally eliminated. The differential could be lessened by bringing the poor into the mainstream of the work force, but not by money payments to them. He stated that family allowances caused inflation by handing out money for neither goods nor services, and that in other countries they were used as a means of increasing the population. Nor did he endorse the negative income tax or other such schemes which he felt would produce an inflationary impact forcing the economy level to run faster to maintain an existing level of poverty.

To Mr. Hazard, America is not affluent in terms of all of her aspirations, and he cited the estimate given by the National Planning Association which stated that by 1977 the collective costs of America's goals would outrun the economy's capacity to produce by an estimated \$150-billion. Stating that the principle of force is necessary to social order, it was his opinion that America's "doves" concede limitations on the military but not on the ghetto front.

Mr. Hazard felt that social welfare needed the disciplines of industrial management in addition to social work and politics. Accordingly, he proposed the formation of a Council of Business for Social Welfare comprised of many top companies and financed by its members on the basis of each company's relative ability to pay. Such a Council should have a life of five years with an annual budget of \$2.5 million.

The Council would assemble information on the latest trends in social work philosophy and techniques, including those in other countries, and

^{*}Subsequently condensed and printed in Harvard Business Review, January-February 1968 under the title "Business Must Put Up."