

MINUTES of the seventy-second meeting of the Directors of the Manufacturing Chemists' Association, Inc., held at The Union Club, New York City, on September 10, 1957, at 11:00 a. m. (EDT).

There were present:

Messrs.	Henry Bower	John E. McKeen
	John T. Connor	R. L. Murray
	Lee V. Dauler	Thomas S. Nichols
	David H. Dawson	S. B. Penick, Jr.
	C. B. Edwards	John A. Sargent
	Fred J. Emmerich	Robert B. Semple
	D. S. Frederick	R. W. Thomas
	Ernest Hart	Kenneth C. Towe
	John A. Hill	O. V. Tracy
	John E. Hull	M. F. Crass, Jr.
	Harry B. McClure	

Alternates:

- Lee H. Clark (for William P. Drake)
- Bert Cremers (for Robert B. Semple)
- F. O. Haas (for D. S. Frederick)
- Max A. Minnig (for Robert I. Wishnick)
- Charles S. Munson (for John A. Hill)
- Carl F. Prutton (for Ernest Hart)

Present by Invitation: Marx Leva - Fowler, Leva, Hawes & Symington
C. S. Parke - The Harshaw Chemical Company

Chairman Hart called the meeting to order at 11:00 a. m. (EDT). He welcomed the new Directors to membership on the Board and called upon each individual present to stand and introduce himself.

Mr. Hart then announced that through the courtesy of Mr. Charles S. Munson the facilities of The Union Club (for Directors meetings) and the Links Club (for Executive Committee meetings) would again be available during fiscal 1957-58. A resolution of appreciation to Mr. Munson was unanimously voted.

I. MINUTES OF MEETING.

The name of Mr. Joseph Fistere was inadvertently omitted from the attendance list of the June 5, 1957, meeting. With this correction, the Minutes were duly approved as submitted to the members.

II. REPORT OF THE EXECUTIVE COMMITTEE.

Chairman McClure stated that a breakfast meeting of the Executive Committee had taken place at 8:30 a. m. and that items discussed would be reported upon in their respective places on the Board agenda. Unlisted items taken up at the Executive Committee meeting included the following:

(a) Staff Headquarters Office Space. At the present time, the Association utilizes approximately 7700 square feet on two floors of the Cafritz Building under a lease which will expire December 31, 1958. Reliable advice indicates that a substantial increase in rent will apply to a renewal. The Executive Committee discussed various proposals for future accommodations, including the purchase of space in a cooperative office building in a new Washington downtown development, Potomac Plaza. A subcommittee consisting of Messrs. Tracy, Chairman; Dawson; McClure; and Dauler was designated to study the matter, it being understood that these men would call upon their corporate real estate officers for expert advice and assistance.

(b) Tariff Study (Boggs Subcommittee). The Committee approved an expenditure on the part of MCA of up to \$5,000 to assist in financing a special National Industrial Conference Board study (see Item VI(d)(5) of these Minutes). Total cost of the project is estimated at \$28,000. Other contributors include six MCA member firms and two outside organizations.

(c) 1958 Regional Spring Meeting. It was recommended that this meeting again be held in California, with arrangements to be patterned after the successful 1956 meeting on the West Coast at San Francisco and Pebble Beach. An arrangements committee, consisting of Messrs. Hart, Colefax, and Parkhurst was appointed.

(d) Chemical Week Magazine. As an item of information, the Secretary called attention to inaccuracies which have appeared in recent issues of this publication. He was requested to send a documentation of these instances to members of the Executive Committee.

(e) The Chlorine Institute, Inc. The Association has received informal overtures from Chlorine Institute officers with respect to ultimate consolidation. It has been suggested that one of the first steps be the assumption by MCA of the Institute's public relations program. This will be discussed at an early meeting of the MCA Public Relations Advisory Committee and a subsequent report made to the Board.

Following consideration of the above items, it was

ON MOTION duly made and seconded,

VOTED: That the above actions of the Executive Committee be approved.

III. TREASURER'S REPORT.

(a) Financial Report, June - August 1957. The financial report for the three months ending August 31, 1957, was reviewed, and

ON MOTION duly made and seconded, it was

VOTED: That the report be accepted and placed on file.

(b) Financial Report, 85th Annual Meeting. The Treasurer reported total income of \$17,650 and expenses of \$7,825, leaving a balance of \$9,825. This balance has been transferred to general funds and earmarked for surplus.

(c) Revised Definition of Chemical Sales for Dues Purposes. In accordance with previous authorization, the Secretary redrafted Item 4 of the definition of chemical sales as related to primary metals. The redrafted paragraph, which was cleared and approved by the Finance Committee, reads as follows (new wording underscored):

"4. Primary Metals. Examples: Aluminum, magnesium, lead, zinc, etc., whose uses depend primarily on physical properties. Reactive metal products, such as calcium, sodium, lithium, titanium, zirconium, tantalum, ferroalloys, etc., are considered to be chemicals and are not in the excluded group,"

ON MOTION duly made and seconded, it was

VOTED: That the amended definition be approved.

(d) Status of Fee Collections. The Treasurer reported that three members were delinquent in the total amount of \$3,050. He was authorized to maintain these members in good standing until the next Directors meeting and, meanwhile, to endeavor to settle the accounts.

(e) Resignations. The following resignations from membership have been received:

Jones & Laughlin Steel Corporation
Sunkist Growers, Inc.

(f) Education Program Contributions. As of September 9, 88 member firms had contributed \$183,613 to the 1957-58 education program. During the previous year, 100 firms contributed \$179,321 to the program.

IV. BOARD OF DIRECTORS.

(a) Appointment of Board Committees. The Chairman presented nominations for the personnel of the several Board committees for fiscal 1957-58, which were duly approved by those present. There follows a listing of the Committees:

Executive Committee

Harry B. McClure - Chairman
David H. Dawson
C. B. Edwards
Fred J. Emmerich
D. S. Frederick
Ernest Hart
John A. Hill
John E. Hull
R. L. Murray
Kenneth C. Towe
O. V. Tracy

Finance Committee

Lee V. Dauler - Chairman
David H. Dawson
Joseph Fistere
Ralph K. Gottshall
Kenneth H. Hannan
George L. Parkhurst
Mark E. Putnam
Rothe Weigel

Membership Committee

Robert I. Wishnick - Chairman
 Peter Colefax
 C. B. Edwards
 William I. Burt
 J. P. Remensnyder
 H. Greville Smith
 R. W. Thomas
 George R. Vila

Program Committee (86th Annual Meeting -- 1958 Semi-Annual Meeting)

John A. Sargent - Chairman
 Henry Bower
 John T. Connor
 William P. Drake
 Fred C. Foy
 R. W. KixMiller
 S. B. Penick, Jr.
 Charles Allen Thomas

Public Relations Policy Committee

Robert B. Semple - Chairman
 Curtis W. Cannon
 R. B. Fiske
 A. E. Forster
 John A. Hill
 R. C. McCurdy
 John E. McKeen
 Thomas S. Nichols
 Arthur Smith, Jr., ex officio

(b) Appointment of Alternates. The Chairman advised that the following Board members have requested the appointment of alternates:

Board Member

Henry Bower
 John T. Connor
 Lee V. Dauler
 David H. Dawson
 S. B. Penick, Jr.
 Mark E. Putnam
 Charles Allen Thomas
 Kenneth C. Towe
 George R. Vila

Alternate and Company

Edward C. Page, Jr., Henry Bower Chemical Manufacturing Co.
 William H. McLean, Merck & Co., Inc.
 Alan S. Evans, Jr., Neville Chemical Company
 John F. Daley, E. I. du Pont de Nemours & Co., Inc.
 A. D. Penick, S. B. Penick & Company
 Leland I. Doan, The Dow Chemical Company
 John L. Gillis, Monsanto Chemical Company
 W. G. Malcolm, American Cyanamid Company
 E. S. Ebers, United States Rubber Company

ON MOTION duly made and seconded, it was

VOTED: That all appointments be approved.

(c) Membership Committee. It was reported that applications had been received from the following and that, in the opinion of the Membership Committee, all are qualified for membership under the Association's By-Laws:

Delhi-Taylor Oil Corporation
 Gonzalez Chemical Industries, Inc.
 Humble Oil & Refining Company
 Interlake Iron Corporation
 Keokuk Electro-Metals Company

Ohio Ferro-Alloys Corporation
Pilot California Company
Tennessee Products & Chemical Corporation
Vanadium Corporation of America

ON MOTION duly made and seconded, it was

VOTED: That the applications be approved subject to the 30-day notification to members provided under Article III, Section 4, of the By-Laws.

The application of Chromium Mining and Smelting Corporation was also approved, subject to clearance with the Membership Committee.

The reinstatement of Virginia-Carolina Chemical Corporation was approved.

(d) 7th Semi-Annual Meeting. Chairman McKeen reported that the Honorable James P. Mitchell, Secretary of Labor, had accepted an invitation to be the banquet speaker on November 26. He stated that a meeting of the Program Committee would be held immediately following conclusion of the Directors luncheon, at which time program details for the entire meeting would be finalized.

(e) November Directors Meeting. It was agreed that the November Directors meeting would be held on November 25, the day preceding the Semi-Annual Meeting, in the Board Room of Air Reduction Company, Inc., Socony Mobil Building, beginning at 4:30 p.m. The Executive Committee luncheon will be held at 12:30 p.m. in the Pinnacle Club, located in the same building.

(f) Niagara Falls Regional Meeting. Chairman Murray of the local arrangements committee referred to the tentative program in the Directors' folders and described the arrangements which have been made. All present agreed that the program and supplemental trips promised an interesting and worthwhile meeting. Mr. Hart offered to arrange plane transportation from New York to Niagara Falls Airport on the afternoon of Monday, October 7. Those interested should contact Dr. C. F. Prutton (FMC New York office) as promptly as possible.

V. TECHNICAL AND FUNCTIONAL COMMITTEE APPOINTMENTS.

(a) Air Pollution Abatement Committee.

A. B. Pettit, W. R. Grace & Co., as Chairman.

Elmer P. Wheeler, Monsanto Chemical Company, as Vice Chairman.

(b) Chemical Packaging Committee.

C. A. Harlow, J. T. Baker Chemical Co., replacing Stephen Kuzma.

(c) Education Advisory Committee.

Emery N. Cleaves, Celanese Corporation of America, from an ex officio to regular status.

David Morgan, The Dow Chemical Company, replacing S. L. Starks.

CMA 067454

- (d) Hydrogen Peroxide Technical Committee.
A. T. Hawkinson, E. I. du Pont de Nemours & Co., Inc., as Chairman.
- (e) Industrial Alcohol Technical Committee.
Walter W. Carré, Jr., U. S. Industrial Chemicals Co., Division of National Distillers and Chemical Corporation, as Vice Chairman.
C. G. Smith, Tennessee Eastman Company.
- (f) International Trade and Tariff Committee.
John G. Tritzsch, E. I. du Pont de Nemours & Co., Inc., replacing Fred G. Singer.
- (g) Tank Car Committee.
G. E. Fitzgerald, ACF Industries, Inc., as an Associate, replacing Philip Rushton.
- (h) Traffic Committee.
William D. Gordon, Pittsburgh Coke & Chemical Company.
L. P. Nelson, Olin Mathieson Chemical Corporation, replacing D. G. Ward.
- (i) Water Pollution Abatement Committee.
L. W. Roznoy, Celanese Corporation of America, as Chairman.
O. C. Thompson, Union Carbide Chemicals Company, as Vice Chairman.

VI. STAFF REPORT AND MISCELLANEOUS ITEMS.

(a) Public Relations. General Hull reported on the over-all PR program, including general publicity, Chemical Industry Activities Committee, publications, Information Service, and Chemical Progress Week 1958. The PR staff has been active in preparing plans to improve the continuing activities program in community areas. A basic guide for area committees under the National Organization Plan has been developed. Under general publicity, a monthly Women's Feature Service is now in operation, consisting of one general story per month on the benefits of chemical products to women.

The Public Relations Advisory Committee and PR staff have recommended that April 14 - 18, inclusive, be designated Chemical Progress Week for 1958; that observance of CPW be optional and be conducted as part of the continuing chemical industry committee program. Following discussion, it was the consensus that the recommendation be approved. Those present then discussed a proposal that Chemical Progress Week 1958 have as its theme the importance of chemical engineering. This proposal stems from the fact that the American Institute of Chemical Engineers will shortly celebrate its 50th Anniversary. It was the consensus that a theme such as this should not be adopted but that, instead, observance of the week include references to the importance of chemical engineering wherever appropriate. Further, that MCA cooperate with AIChE to an extent to be determined by the Public Relations Policy Committee (the PRPC to be advised accordingly).

(b) Education Program. General Hull reported on status of the education program, including both the junior and senior high school phases. With reference to the latter, teacher and student data for the first chemical experiment are now available, and data for seven other experiments are expected off the press within a week. The remaining 22 experiments in this series will be ready for issuance during early 1958.

Mailings have been made to over 50,000 educators relative to the two high school programs, including descriptive folders, sample experiments, order forms, etc. Criteria have been established for the senior high school films. Progress is being made on the 1958 teacher awards program, and draft of the vocational guidance pamphlet on community-education cooperation is being revised.

(c) Federal Legislation. Congress has adjourned. However, all bills will retain their active status into the next Session, which will convene on January 3. Pending legislation of immediate interest to MCA members was reported upon, including Robinson-Patman Act amendments, tariff matters, concentration, food additives, and precautionary labeling. During the summer months, two MCA spokesmen appeared before Congressional Committees (Mr. R. F. Hansen on antidumping; Mr. L. A. Coleman on food additives).

(d) Tariff Developments. The Secretary reported on developments as follows:

- (1) During its closing days, the 85th Congress approved an amendment to the Tariff Act, repealing the 3% processing tax on coconut oil until June 3, 1960.
- (2) Customs Simplification. The 1956 Act provided for evaluation of imports on the basis of their export value, except where this resulted in values 5% or more (for duty purposes) under those determined by the former law. The objective was to prevent any substantive change in tariff rates due to the newly approved customs procedures. The law provides that exceptions must be listed by the Treasury Department. In the MCA General Bulletin of August 28, the so-called "Five Percent List" of chemical products carrying exceptions was enumerated. Member firms should scrutinize this list in relation to their products. Prompt submittal of additional products to the Treasury Department should be made where indicated, accompanied by substantiating information.
- (3) Antidumping. Mr. R. F. Hansen presented an MCA statement on H. R. 6006 before the House Ways and Means Committee during late July. The House-passed bill contains a number of MCA recommendations, but not all. Senate action may be expected during early 1958.
- (4) Tariff Classification. The final MCA report on the classification of chemicals under the various paragraphs comprising the Tariff

Act of 1930 has been submitted to the Tariff Commission. This two and one-half year study by our Committee and the resulting report constituted many man-hours of work. The final report was checked by an expert, who was paid a fee of \$500 by the Association.

- (5) Boggs Tariff Study. A 30-page statement of policy, prepared by the International Trade and Tariff Committee, has been in preparation during the summer. The sixth and final draft will be considered at a meeting on September 11 and then submitted to the Boggs Subcommittee on September 13 for insertion in the compendium to be utilized by an experts' panel which will appear before the Boggs Subcommittee, beginning December 1. The Conference Board study, referred to under Item II(b) of these Minutes, will contain a number of case histories of injury which have been submitted by our member firms.
- (6) Retirement of Mr. Fred G. Singer. Mr. Singer's resignation from the International Trade and Tariff Committee, occasioned by his retirement from the du Pont Company, was received with regret. The Secretary was instructed to convey the sincere appreciation and good wishes of the Directors to Mr. Singer for his many years of valuable service on tariff matters in behalf of the Association and the chemical industry.

(e) Reactive Metals Activity. An organizational meeting of both member and prospective member reactive metals producers has been scheduled for Tuesday evening, September 10, in New York City. At the outset, an effort will be made to plan a program of activity for this new group within the scope of the existing technical and functional committees.

(f) Recruitment of Scientists and Engineers. Those present were handed copies of an eight-page pamphlet, "Principles and Practices of College Recruiting," disseminated under the aegis of the Chamber of Commerce of the United States. Culmination of this project, which was originally instituted by the MCA Industrial Relations Advisory Committee at the request of the Board, came with a nation-wide press release on September 8, followed by the mailing of pamphlets with individually-signed, personalized letters to 10,000 college presidents, corporation presidents, trade association executives, and college placement officials throughout the country.

ON MOTION duly made and seconded, it was

VOTED: That the Board of Directors commends and approves the statement of principles for college recruiting as set forth in the attachment to these Minutes, and directs the Secretary to circulate copies of the statement to the membership with a recommendation that each member firm be guided by it in its recruitment activities.

ON FURTHER MOTION duly made and seconded, it was

VOTED: That the commendation of the Board be extended to the Chairman and members of the Industrial Relations Advisory Committee for their prompt and effective efforts in carrying out this Board assignment.

(g) Staff Personnel. Mr. C. Alphonso Smith has resigned from the public relations staff and has been replaced by Mr. C. E. Wallace. An additional publicity man, Mr. Elkins Oliphant II, has been hired.

Mr. William Demarest has been employed as Director of Plastics in Construction. Mr. Demarest's salary and expenses will be paid from special funds collected from plastics producers.

(h) WOC Personnel. The Secretary discussed the new U. S. Department of Commerce policy whereby "WOC" employees on loan from industry will serve as Administrative Advisers rather than BDSA Divisional Directors effective January 1, 1958. Secretary Weeks is hopeful that industry will continue to supply high-grade WOC's for the new posts. A job description for the Chemical and Rubber Division Administrative Adviser has been prepared, and copy is attached to these Minutes. It was agreed that the matter of continuing MCA sponsorship and nomination of WOC incumbents will be taken up again during the early part of 1958.

(i) Chlorine-Alkali Statistics. The Association has again acted as intermediary between member chlorine-alkali producers and the Bureau of the Census with respect to the financing of the monthly industrial chemicals product report M-28A series. Arrangements have now been completed for the fiscal year ending June 30, 1958.

(j) C&EN Facts and Figures Issue. The Secretary and his Assistant again supplied the lead article for the Facts and Figures Issue of Chemical and Engineering News, published by the American Chemical Society on September 2. Much of the information contained in this article came from questionnaire forms and data supplied by Directors and executive officers of other member firms during the summer months. The Secretary expressed his appreciation to all of those who had supplied information.

(k) Plant Safety. Those present were handed copies of a flow sheet, illustrating the comprehensive and thorough manner of assembling and checking Chemical Safety Data Sheet drafts before publication.

(l) Dissolution of Ammonium Nitrate Technical Committee. On recommendation of the staff, following circularization of the Ammonium Nitrate Technical Committee,

ON MOTION duly made and seconded, it was

VOTED: That the Committee be dissolved.

This Committee was appointed immediately following the Texas City Disaster, and during the interim period has completed a comprehensive program involving safety,

disaster planning, financing of tests, transport and storage regulations, fire protection, and municipal code work.

(m) Carnegie Tech Research Project. The Secretary reported on recent organizational changes in connection with the MCA-sponsored research project. In order to assure permanence and adequacy of pay for the Assistant Project Director, supervision over the MCA project has been combined with that of API Project 44 and the Thermochemistry Project sponsored by the National Science Foundation.

There being no further business to come before the meeting, it was unanimously resolved to adjourn.

M. F. Crass, Jr.
Secretary

APPROVED: Ernest Hart
Chairman

2 Attachments

*Principles and
Practices of*
**COLLEGE
RECRUITING**

CMA 067460

Introduction

Over the years recruiting for college graduates generally has been conducted on a high plane. The recent development of some questionable recruiting practices, however, led several of the college placement associations during 1956 to appoint committees of both college and employer representatives to study this problem.

The Midwest College Placement Association at its meeting in September, 1956, was the first to adopt a new statement of recommended recruiting practices. In May of 1957, the Executive Committee of the Eastern College Placement Officers also approved a statement on recruiting practices.

At its meeting in the fall of 1956, the Council of the American Society for Engineering Education, which had developed the original statement, "Ethics of Interviewing Procedures," in 1948, accepted the Midwest College Placement Association's statement in principle and directed its Ethics Committee to revise it for ASEE adoption. The Committee prepared such a statement which was printed and distributed in April, 1957.

Meanwhile the Manufacturing Chemists' Association's Industrial Relations Advisory Committee prepared a statement of recruiting principles. This statement was approved in principle by the Association's Board of Directors and authority was granted to the Committee to work with other organizations in the preparation of a generally acceptable statement.

To encourage broad action and to avoid the confusion of multiple statements in this field, two steps were taken:

- 1. The Chamber of Commerce of the United States held a meeting in Washington on*

June 13, 1957, of selected employer representatives from business, government and education, to crystallize their points of view on this matter and develop a tentative statement.

2. Following the Annual Meeting of the College Placement Council, Inc., a subcommittee from the Washington meeting met in Columbus, Ohio, on June 23 with representatives of the seven regional placement associations.

From the Columbus meeting emerged the statement, "Principles and Practices of College Recruiting," printed herein. This subsequently was submitted to and approved for release by the executive committees of the regional placement associations representing both college and employer members. It will be submitted to their memberships at meetings this fall for final ratification.

It was felt at the Columbus meeting that the statement there approved should have periodic review and that machinery for such review and possible revision should be established.

This statement summarizes the best thinking of many experienced people in the college recruiting field. They believe its use will be in the best interests of employers, educators and students, and hope that all of these groups will be guided by it in their present and future recruiting activity.

PRINCIPLES AND PRACTICES OF COLLEGE RECRUITING

General Principles

It is in the best interests of students, colleges, and employers alike that the selection of careers be made in an objective atmosphere with complete understanding of all the facts.

Therefore, the recruiting of college students for employment by business, government and education should be organized and carried out by the employers, students and college authorities to serve best the following objectives:

1. To promote a wise and responsible choice of a career by the student for his own greatest satisfaction, minimum wasteful turnover and most fruitful long-term investment of his talents for himself, for his employer and for society.
2. To strengthen in him a high standard of integrity and a concept of similar standards in the employing organizations of the country.
3. To develop in the student an attitude of personal responsibility for his own career and advancement in it, based on performance.
4. To minimize interference with the educational processes of the college and to encourage completion of the individual's plans for further education.

Application of these principles requires of employers, colleges and students that:

1. Information provided to the student concerning an employing organization through recruiting literature, advertising material and interviewer's statements should be factual and free from exaggeration. The student should be given a clear understanding of the requirements of his employment and that opportunities for advancement will depend upon his own ability and effort.

2. No special financial incentives should be given to influence a student's consideration of an employer's offer. These would include (a) payments which exceed reimbursement of expenses actually incurred in the employment process; (b) payments which are not part of the employer's general salary program or are made in advance of the student's actual reporting for work; (c) scholarship or other financial aid to the student's education, or summer or cooperative employment, which carries a commitment to accept employment on completion of college work.

3. As a technique for attracting individuals, employers should not raise offers already made except when such action can be clearly justified as sound industrial relations practice, such as, when an increase in hiring rate is required on an overall basis to reflect salary adjustments in the employing organization. Recruitment practice contrary to this policy is likely to develop in students faulty attitudes toward their personal responsibility for their future advancement and compensation.

4. As part of its general obligation for the development of the student, the college should accept responsibility for stimulation of his thinking about his career objectives and for assistance in overcoming handicaps which may hinder his progress towards objectives appropriate for him. Competent counselling services should be provided for this purpose, available to individual students.

5. In seeking company interviews, the student should recognize his responsibility to (a) analyze his interests and abilities; (b) consider carefully his career objective and appropriate ways of meeting it; (c) read and consider all available information about a company he is to interview in the light of his own interests and aptitudes.

6. In his interviews, the student should recognize that he is representing his college, as well as himself, and should be thoroughly businesslike in all of his conduct.

7. Both employer and student should carry out scrupulously any commitments made.

Practices and Procedures

Responsibilities of the Employer

1. The employer should contact the Placement Office far enough in advance and in sufficient detail so that the college can plan to accommodate employers who wish to interview. Employers must keep in mind that only a limited number of employers can interview on campus at a given time, and that the scheduling of interviews is difficult.

2. The employer should inform the Placement Office well in advance concerning the categories of employment available, and the college degrees and other requirements for each.

3. The employer should provide suitable literature to give students a true picture of the employing organization. This material should be supplied in sufficient quantity and well in advance of the interview date. The interviewer should clearly explain to the Placement Office and students what tests they will need to take, and if there will be a physical examination. He should give students complete information concerning any special requirements such as the signing of patent agreements.

4. An employer who desires to contact a particular individual at the time of his interview visit should communicate with that individual well in advance, with a notice to the Placement Office.

5. The placement or other appropriate officer of the college should be advised in advance of any plans for campus visits by representatives of an employer, including alumni of the college, to acquaint faculty members or students with company employment activities or opportunities. Such representatives should exercise scrupulous care to avoid undue demands on the time of busy faculty members or students.

6. The interviewer should be punctual. He should tell the Placement Office when he will arrive, and he should arrive no later than the designated time.

7. The interviewer should very carefully follow

the interview schedule agreed upon with the Placement Office.

8. When both a parent organization and subsidiary or affiliated organization conduct interviews in the same college, the respective interviewers should explain clearly their missions and their connections, both to the Placement Office and to the students. Interviewers should make clear where, and by which unit or division or subsidiary organization, the students are to be engaged.

9. As soon as possible following an interview, the employer should communicate with the student and the Placement Office concerning the outcome of the interview.

10. The employer should give the student ample time to consider his offer before requiring a final answer.

11. If the employer invites students to visit his premises for further discussions of employment, the visit should be arranged to interfere as little as possible with class schedules. He should explain what expenses will be paid and how and when. (Many students borrow money to make these trips.) Invitations for this purpose should be made only on an individual and not group or class basis.

12. The employer should not offer a student special payments, gifts, bonuses or other inducements, nor should he compensate or favor a third party to prevail upon the student to accept a particular employment offer. In connection with any recruiting activity, elaborate entertainment and overselling should be avoided.

13. The employer should keep the Placement Office informed concerning his interest in particular students and his negotiations with them.

14. After a student has declined a job offer, the employer should not renew his proposal if the student has accepted employment elsewhere. This should be determined through the Placement Office.

15. The employer should use consistent practices in recruitment for government-supported and privately-supported work.

16. Offers of employment should be made in good faith and with the sincere intention of honoring each acceptance of employment.

Responsibilities of the College

1. The Placement Office should inform employers concerning the number of students available for interview in the several curricula, and the dates of graduation. This information should be sent as soon as it is available.
2. The Placement Office should announce to students early in the school year which employers will interview students and when. The Placement Office should make revised announcements from time to time as may be necessary.
3. The Placement Office should be responsible for distribution of employment literature.
4. When an employer is looking for graduates in several fields, e.g., engineering, psychology, physics, the Placement Office should issue announcements to all students concerned, and, so far as possible, should schedule interviews for all those who express interest.
5. The Placement Office should not restrict the number of interviews per student, except that indiscriminate "shopping" should be discouraged.
6. The college should provide adequate space and facilities for quiet and private interviews.
7. The Placement Office should make available to interviewers appropriate records of those students who are to be interviewed.
8. The Placement Office should arrange for interviewers to meet faculty members who know students personally and can provide information about their work and qualifications.
9. The Placement officer and faculty members should counsel students but should not unduly influence them in the selection of jobs.
10. The college should make certain that students are acquainted with this statement of "Principles and Practices of College Recruiting."



Responsibilities of the Student

1. In order to prepare for an effective interview, the student should read available literature and consult other sources for information about the employer.

2. The student should use care in filling out such appropriate forms as may be requested in preparation for interviews.

3. The student should promptly acknowledge correspondence pertaining to his employment negotiations.

4. The student should promptly acknowledge an invitation to visit an employer's premises. He should accept an invitation only when he is sincerely interested in exploring employment with that employer.

5. When a student is invited to visit an employer's premises at the employer's expense, he should include on his expense sheet only those costs which actually pertain to the trip. If he visits several employers on the same trip, costs should be prorated among them.

6. As soon as the student determines that he will not accept an offer, he should immediately so notify that employer.

7. The student should keep the Placement Office advised concerning his employment negotiations in accordance with the policy of his placement office.

8. Acceptance of an employment offer by the student should be made in good faith and with the sincere intention of honoring his employment commitment.

Issued jointly by the College Placement Council, Inc., on behalf of regional placement associations, and by the Chamber of Commerce of the United States. Additional copies available from the Education Department, Chamber of Commerce of the United States, 1615 H Street, N.W., Washington 6, D. C., at 25 cents per single copy, or 10 copies for \$1.00. Bulk orders, \$6.00 per hundred.

Proposed Position Descriptions for WOC Consultants
(Administrative Adviser to Director)

The Administrative Adviser to the Director of the Chemical and Rubber Division is responsible for providing technical advice on the mobilization programs and activities of the Agency as they apply to the products and facilities of the chemical and rubber industries. Such advice would be concerned with, but not limited to

1. priorities and directives in connection with current Department of Defense and Atomic Energy Commission programs.
2. mobilization readiness program.
3. post attack program.
4. stockpiling and conservation.

He should also be in position to furnish information and advice with respect to industry liaison on Divisional and Administrative matters relating to programs and activities. Utilizing a background of recent experience in the industry at an executive level, he is responsible for consulting with and advising the Administrator, the Assistant Secretary, and, when required, the Secretary, as well as other officials of the Agency and the Division, on the views of industry toward Agency mobilization programs, both current and proposed, including the effect of Agency mobilization programs on the industry and the effect of recent technological developments on mobilization plans. The Administrative Adviser should have broad knowledge of industry, including manufacture, research, marketing, ultimate uses, and all other aspects of chemicals and rubber, as well as defense aspects. The incumbent is by law, when policy matters are involved, limited to advising appropriate full-time salaried Government officials who are responsible for making policy decisions.

(Consultative
Position - Indefinite
Employment - Regular Tour of Duty)