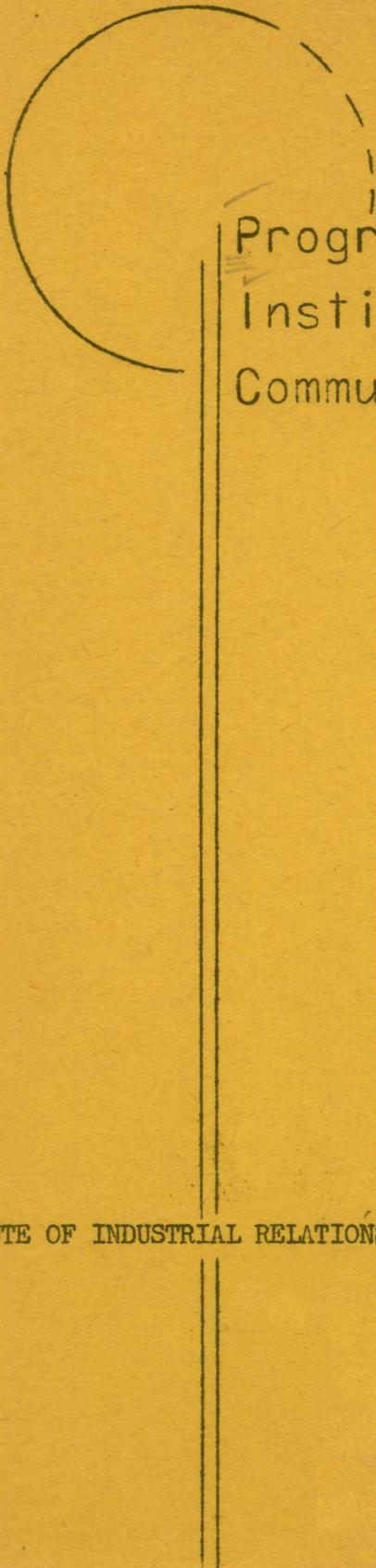


APRIL 1956



Progress Report on the
Institute's Research and
Community Services 1954-1956

INSTITUTE OF INDUSTRIAL RELATIONS UNIVERSITY OF CALIFORNIA (BERKELEY)

TABLE OF CONTENTS

	Page
I. INSTITUTE COMMITTEES.	1
II. RESEARCH PROGRAMS	
Introduction.	3
A. Publications, November 1954 to date.	5
B. Research in Progress	9
III. COMMUNITY SERVICE PROGRAMS	
Introduction	15
A. Public and Joint Management-Labor Programs .	16
B. Labor Programs	23
C. Management Programs	30

COMMUNITY ADVISORY COMMITTEE

Robert G. Sproul, President, University of California, (Chairman)
Joseph Angelo, Sub-District Director, United Steelworkers of America, CIO
Robert S. Ash, Secretary, Central Labor Council of Alameda County, AFL
Reginald H. Biggs, Vice-President, The Emporium Capwell Company
Gerald A. Brown, Regional Director, National Labor Relations Board
Arnold Callan, Sub-Regional Director, Region 6, United Automobile Workers
of America, CIO
J. L. Childers, Business Representative, Building and Construction Trades
Council of Alameda County, AFL
J. Hart Clinton, Executive Vice-President, Northern California Distributors
Association
Jeffery Cohelan, Secretary-Treasurer, Milk Drivers' and Dairy Employees'
Union, Local 302, International Brotherhood of Teamsters, AFL
Frank J. Devine, President, Local 326, Oil Workers International Union, CIO
Sam Eubanks, Executive Secretary, San Francisco-Oakland Newspaper Guild,
CIO
Frank P. Foisie, Executive Vice-President, Federated Employers of
San Francisco
M. I. Gershenson, Chief, Division of Labor Statistics and Research,
California Department of Industrial Relations
Robert R. Grunsky, Managing Director, California Metal Trades Association
Glenn Ireland, Vice President-Personnel, Pacific Telephone and Telegraph
Company
George W. Johns, Secretary-Treasurer, San Francisco Labor Council, AFL
Sam Kagel, Arbitrator, Pacific Coast Longshore Industry and San Francisco
Garment Industry
V. Wayne Kenaston, Regional Director, Federal Mediation and Conciliation
Service
John J. King, Grand Lodge Representative, International Association of
Machinists, AFL
Max D. Kossoris, Regional Director, U. S. Department of Labor, Bureau
of Labor Statistics
Albert McIntyre, President, United Employers, Inc.
J. Paul St. Sure, President, Pacific Maritime Association
William G. Storie, Executive Vice-President, San Francisco Employers'
Council
George H. Wilson, President, California Farm Bureau Federation

FACULTY ADVISORY COMMITTEE

Ewald T. Grether, Dean, School of Business Administration (Chairman)
Thomas N. Barrows, Associate Director, University Extension
Herbert G. Blumer, Chairman, Department of Sociology and Social
Institutions
Raymond G. Bressler, Jr., Chairman, Department of Agricultural Economics
William L. Crum, Professor of Economics
Louis E. Davis, Professor of Mechanical Engineering
Malcolm M. Davisson, Professor of Economics
Joseph P. Harris, Professor of Political Science
David Krech, Professor of Psychology

STATE-WIDE COORDINATING COMMITTEE

Clark Kerr, Chancellor, University of California, Berkeley, (Chairman)
Herbert G. Blumer, Chairman, Department of Sociology and Social
Institutions, Berkeley
Winston W. Crouch, Director, Bureau of Governmental Research and
Professor of Political Science, Los Angeles
Margaret S. Gordon, Acting Director, Institute of Industrial Relations,
Berkeley
Ewald T. Grether, Dean, School of Business Administration, Berkeley
George H. Hildebrand, Acting Director, Institute of Industrial Relations,
Los Angeles
J. F. Weston, Associate Professor of Finance, School of Business
Administration, Los Angeles

II.

RESEARCH PROGRAMS

Introduction

- A. Publications, November 1954 to date
- B. Research in Progress

RESEARCH PROGRAM

Introduction

During the last year and a half, substantial progress has been made toward the completion of several large-scale research projects which the Institute has had under way for some time. As this has occurred, it has been possible to devote some attention to the development of plans for new projects, some of which will build on earlier research results and some of which will be concerned with problems which have been relatively neglected in the past. The objective is the development of a well-balanced, interdisciplinary program of research, which will achieve a measure of integration and at the same time permit individual scholars some freedom to pursue their own research interests.

As a result of the progress made toward completion of earlier projects, the list of publications "at the press" or "to be published" includes a substantial number of book-length manuscripts. In addition, several other book-length manuscripts are nearing completion. At the same time, the reprint list has continued to grow at a rapid rate, several new popular pamphlets have been published, and publication of the West Coast Collective Bargaining Series, which includes ten short monographs, has been substantially completed.

The shift to greater emphasis on publications of book length reflects the results of a gradual change in the Institute's research program over the years, rather than of any abrupt change in policy. As the staff and resources of the Institute have grown, it has been possible to undertake more comprehensive, long-term projects, which would have been difficult to carry out in the first few years when the staff was considerably smaller.

Among the books at the press or to be published in the near future, four result from the Rockefeller-financed study of Aging in an Industrial Society. In addition, two volumes (the Bendix and Leibenstein studies) have already emerged from the Ford-financed study of The Labor Problem in Economic Development, which is scheduled to continue through 1956-57. The seventh book-length manuscript, Studies in Social Mobility by Reinhard Bendix and Seymour M. Lipset, will bring together a number of articles based on the Institute's labor mobility survey, which was conducted in Oakland in 1949.

Publication of the West Coast Collective Bargaining Series also represents the fruition of a large-scale project which was carried out through the combined efforts of members of the Institute staff and other collaborators both inside and outside the University. Comments on the monographs in this series which have already appeared have been enthusiastic.

Recent additions to the popular pamphlet series have been well received, and there is increasing evidence that the pamphlets are filling an important need. More than 4000 copies of the Garbarino pamphlet on

Guaranteed Wages, for example, have been distributed, as well as approximately 2000 copies of both the Krauss and Kennedy pamphlet on The Business Agent and His Union and the Smith pamphlet on Local Employers' Associations. (The distribution figures represent chiefly sales but include also a limited number of complimentary copies).

In the development of new research plans, an effort has been made to gain the benefit of suggestions and ideas of members of the Institute staff. A research exploratory group composed of six senior staff members, under the chairmanship of Professor Bendix, was asked last fall to review the Institute's research program and make suggestions with regard to its development over the next few years. The group concluded that, while no substantial changes were needed in the main lines of emphasis of the research program as it had developed during the Institute's first ten years, somewhat greater attention should be given to certain subject matter areas that have been relatively neglected up to now. These include:

1. The role of management in industrial relations;
2. The impact of changing skill requirements under conditions of rapid technological development;
3. Social security programs, with particular reference to problems posed by the parallel growth of public and private social security systems;
4. The role of the white collar worker in the economy, including the changing structure of the white collar work force and problems of white collar unionism.

The Institute expects to develop plans for research projects in these areas as personnel and resources become available. In line with the group's suggestion that more attention needs to be given to social security programs, another special committee composed of members of the Institute staff and of the Law School faculty has been at work on a proposal for a large-scale study of occupational disability.

A. PUBLICATIONS, NOVEMBER 1954 TO DATE

PUBLICATIONS ISSUED

West Coast Collective Bargaining Series:

Collective Bargaining in the Motion Picture Industry, by Hugh Lovell and Tasile Carter (1955).

Industrial Relations in the Construction Industry, by Gordon W. Bertram and Sherman J. Maisel (1955).

Labor Relations in Agriculture, by Varden Fuller (1955).

Collective Bargaining in the Nonferrous Metals Industry, by Vernon H. Jensen (1955).

Nonfactory Unionism and Labor Relations, by Van Dusen Kennedy (1955).

Collective Bargaining in the Pacific Northwest Lumber Industry, by Margaret S. Glock (1955).

Popular Pamphlets:

The Business Agent and His Union, by Wilma Rule Krauss and Van Dusen Kennedy (1955).

Local Employers' Associations, by William H. Smith (1955).

Proceedings of Conferences:

Preparing and Presenting Arbitration Cases: Addresses by Roland C. Davis, Maurice I. Gershenson, John B. Lauritzen, Arthur M. Ross and J. Noble Braden; Sam Kagel, Chairman (1954).

Reprints:

No. 61. "Industrial Conflict and Its Mediation," by Clark Kerr. Reprinted from The American Journal of Sociology, 1954.

No. 62. "The Trade Union Movement and the Redistribution of Power in Postwar Germany," by Clark Kerr. Reprinted from The Quarterly Journal of Economics, 1955.

Reprints (cont.):

- No. 63. "The Natural History of the Strike," by Arthur M. Ross. Reprinted from Industrial Conflict, 1955.
- No. 64. "Hiring Procedures and Selection Standards in the San Francisco Bay Area," by F. Theodore Malm. Reprinted from Industrial and Labor Relations Review, 1955.
- No. 65. "The Structuring of the Labor Force in Industrial Society: New Dimensions and New Questions," by Clark Kerr and Abraham Siegel. Reprinted from Industrial and Labor Relations Review, 1955.
- No. 66. "Role-Perceptions in Labor-Management Relations: an Experimental Approach," by Mason Haire. Reprinted from Industrial and Labor Relations Review, 1955.
- No. 67. "Internal Conflict and Labor-Union Solidarity," by Lloyd H. Fisher and Grant McConnell. Reprinted from Industrial Conflict, 1955.
- No. 68. "Bureaucratization in Industry," by Reinhard Bendix. Reprinted from Industrial Conflict, 1955.
- No. 69. "The Interindustry Propensity to Strike -- an International Comparison," by Clark Kerr and Abraham Siegel. Reprinted from Industrial Conflict, 1955.
- No. 70. "Grievance Negotiation," by Van Dusen Kennedy. Reprinted from Industrial Conflict, 1955.
- No. 71. "Labor in Western Europe," two addresses delivered at the University of California, by David J. Saposs. Reprinted from Social Research, 1955.
- No. 72. "Group Dynamics in the Industrial Situation," by Mason Haire. Reprinted from Industrial Conflict, 1955.
- No. 73. "Industrial Conflict in Soviet Russia," by Walter Galenson. Reprinted from Industrial Conflict, 1955.
- No. 74. "First Jobs and Career Patterns," by Seymour M. Lipset and F. Theodore Malm. Reprinted from The American Journal of Economics and Sociology, 1955.
- No. 75. Regional Employment Problems, three articles delivered at the twenty-ninth annual conference of the Western Economics Association, by Margaret S. Gordon, F. Theodore Malm, and Joseph W. Garbarino, 1955.

Reprints (cont).

- No. 76. "Ideological Equalitarianism and Social Mobility in the United States," by Seymour Martin Lipset and Reinhard Bendix. Reprinted from Transactions of the Second World Congress of Sociology, 1955.
- No. 77. "Problems of Indian Trade Unionism and Labour Relations," by Van Dusen Kennedy. Reprinted from Association of Free Trade Unionists, 1955.
- No. 78. "Job Plans and Entry into the Labor Market," by Seymour Martin Lipset, Reinhard Bendix and F. Theodore Malm. Reprinted from Social Forces, 1955.
- No. 79. "The Labour Problem in Economic Development; A Framework for a Reappraisal," by Clark Kerr, Frederick H. Harbison, John T. Dunlop and Charles A. Myers. Reprinted from International Labour Review, 1955.
- No. 80. "Industrial Relations and the Liberal Pluralist," by Clark Kerr. Reprinted from proceedings of the seventh annual meeting of Industrial Relations Research Association, 1955.
- No. 81. "Investment Criteria, Productivity, and Economic Development," by Walter Galenson and Harvey Leibenstein. Reprinted from The Quarterly Journal of Economics, 1955.

PUBLICATIONS AT THE PRESS

Books:

Work and Authority in Industry, by Reinhard Bendix (John Wiley & Sons, Inc.)

The Economic Status of the Aged, by Peter O. Steiner and Robert Dorfman (University of California Press).

West Coast Collective Bargaining Series:

Industrial Relations in the Pacific Coast Longshore Industry, by Betty V. H. Schneider and Abraham Seigel (to be published April 1956).

Industrial Relations in the California Aircraft Industry, by Arthur P. Allen and Betty V. H. Schneider (to be published June 1956).

TO BE PUBLISHED

Books:

Union Policy and the Older Worker, by Melvin K. Bers.

Retirement Age and Retirement Policy Under Federal Social Security Legislation, by Wilbur J. Cohen.

Studies in Social Mobility, by Reinhard Bendix and Seymour M. Lipset, with the collaboration of William Goldner.

Economic Backwardness and Economic Growth, by Harvey Leibenstein. This manuscript, now in first draft form, has been accepted for publication by John Wiley & Sons, Inc. The author plans to complete the revision of the manuscript during the next three or four months.

Pension Movement: A Study of George McLain and His California Institute of Social Welfare, by Frank A. Pinner, Paul Jacobs and Philip Selznick.

West Coast Collective Bargaining Series:

The Teamsters Union on the West Coast, by J. B. Gillingham (scheduled for July 1956).

Labor Relations in the Hawaiian Sugar Industry, by Curtis C. Aller (scheduled for August 1956).

Reprints:

"The Unionization of the American Steel Industry," by Walter Galenson. Reprinted from the International Review of Social History.

"Social Mobility and Urbanization," by Seymour Martin Lipset. Reprinted from Rural Sociology.

"The Role of the Union in the Plant in India," by Van Dusen Kennedy. Reprinted from Industrial Relations Research Association conference proceedings.

"Industrial Training in Soviet Russia," by Walter Galenson. Reprinted from Industrial and Labor Relations Review.

B. RESEARCH IN PROGRESS

At present the Institute's research program is concerned with six broad areas of investigation: Labor-Management Relations; Wages and Related Problems; Economic Security Programs; the Labor Market and Labor Mobility; the Labor Movement, Social Groups and Industrialization; and Social and Industrial Psychology. The program will be summarized under these headings.

LABOR-MANAGEMENT RELATIONS

1. West Coast Collective Bargaining Series. Clark Kerr and Curtis Aller, Editors

Last spring the Institute began publication of this series of short monographs which have been appearing at approximately monthly intervals. In addition to those which have already appeared, the studies of labor relations in the Longshore, Aircraft, and Hawaiian Sugar Industries, and of the Teamsters' Union on the West Coast will be published in the near future. It is probable that the monographs will be combined into a single volume after publication of the series has been completed. Dr. Betty Schneider is now at work on a chapter on the Maritime Unions and their conflict with the ILWU, which is needed to fill in an important gap in the proposed volume.

2. A History of Labor Relations in Northern California since 1900. Robert Knight

Mr. Knight undertook work on this project in January 1955 and is working toward a completion date of June 1957. The study is based on intensive examination of historical source material and on interviews with labor and management leaders who played key roles in developments of the period.

3. The Impact of Collective Bargaining on Personnel Management. Orme W. Phelps

Starting from the premise that there has been insufficient recognition in the literature of the effect of unionization on personnel policies and practices, Professor Phelps is making an intensive study of personnel management as a problem in bilateralism, with union contracts and grievance decisions forming an important part of his source material.

WAGES AND RELATED PROBLEMS

1. The External Wage Structure. Arthur M. Ross

This is a chapter to be included in a volume on The Reformulation of Wage Theory, edited by George W. Taylor and Frank Pierson. The volume will be ready for publication in the near future.

2. Trade Unionism and Distributive Shares. Clark Kerr

This study will also appear as a chapter in the Taylor and Pierson volume.

ECONOMIC SECURITY PROGRAMS

1. Health and Welfare Plans under Collective Bargaining.
Joseph W. Garbarino

This study takes the form of an analysis and evaluation of the development of selected health and welfare plans in the San Francisco Bay Area. The emphasis will be on the implications of the experience of the last five years for future collective bargaining on this problem. Professor Garbarino expects to complete the first draft of a monograph reporting the results of this study by September 1956.

THE LABOR MARKET AND LABOR MOBILITY

1. Ageing in an Industrial Society (The Rockefeller Project)

The Institute's grant from the Rockefeller Foundation for this study expired at the end of 1955, by which time the various parts of the study were well on the way to completion. The results will be reported in seven monographs which may be listed as follows:

- a. The Economic Status of the Aged, by Peter O. Steiner and Robert Dorfman.

The monograph reporting the results of this study has been

accepted for publication by the University of California Press and should appear before the end of 1956.

- b. Pension Movement: A Study of George McLain and His California Institute of Social Welfare, by Frank A. Pinner, Paul Jacobs, and Philip Selznick.

The final revised version of this manuscript is now being typed and will be submitted to the University Press this spring.

- c. The Utilization of Older Workers in Industry, by G. Hamilton Crook.

Dr. Crook reports that the first draft of his manuscript will be submitted within the next week.

- d. Social and Psychological Aspects of Aging and Retirement, by Else Frenkel-Brunswik, Florine Livson, Paul Petersen, and Suzanne Reichard.

This study was initiated somewhat later than the other parts of the Rockefeller project. Dr. Frenkel-Brunswik reports that the first draft will be completed by September 1956.

- e. Union Policy and the Older Worker, by Melvin K. Bers.

The monograph reporting the results of this study has been submitted to the University Press.

- f. Retirement Age and Retirement Policy under Federal Social Security Legislation, by Wilbur J. Cohen.

The final revised version of this manuscript will be submitted to the University Press this spring.

- g. Business Policy and the Older Worker, by Margaret S. Gordon.

Following the death of Arthur P. Allen, who had undertaken the completion of this project, Mrs. Gordon agreed to assume responsibility for it. The first draft should be completed by the summer of 1956.

2. The Employment Problems of Older Women. Emily H. Huntington

This study will form a kind of sequel to the Rockefeller study, which pointed up the fact that single or widowed aged women represented not only the most important but also the most impoverished sector of the aged population. The study will be

based primarily on a sample survey of approximately a thousand employed and unemployed women aged 40 or more in the San Francisco Bay Area, in which 15-year work histories and other relevant information on the economic status of these women will be gathered. The study will extend through the academic year 1956-57.

3. Migration and Job Security. Margaret S. Gordon and Ann McCorry

This study was initiated in August 1954 when the Dodge Plant in San Leandro discontinued automobile production and permitted its production workers to choose between transfer to the Los Angeles plant with retention of seniority rights, or indefinite layoff. The factors that influenced decisions of the workers to transfer or not to transfer form the focus of the study. The first draft of the report is nearing completion.

4. Studies in Social Mobility. Reinhard Bendix and Seymour M. Lipset, with the collaboration of William Goldner

This will be a collected volume of the Bendix-Lipset articles, based on the Oakland mobility survey, which have already appeared in the Institute reprint series, as well as some previously unpublished articles. It should be ready for submission to the University Press before the end of the present academic year.

THE LABOR MOVEMENT, SOCIAL GROUPS, AND INDUSTRIALIZATION

1. The Labor Problem in Economic Development: A Comparative Analysis.

This is an inter-university study, conducted under a grant from the Ford Foundation, in which the Institute is participating. The project involves a comparative appraisal of the relationships between industrialization, managerial leadership, and the wage-earning groups in selected countries throughout the world. The work at the Institute on this project is being directed by Clark Kerr and includes the following individual studies:

- a. Industrialization and the Labor Movement in Germany.
Clark Kerr and Reinhard Bendix.
- b. Industrialization and the Labor Movement in Japan.
Robert Scalapino.

- c. Managerial Ideologies and Their Environments.
Reinhard Bendix.
- d. Economic Development and Population Growth.
Harvey Leibenstein.
- e. Industrial Development in Certain Underdeveloped Countries.
Clark Kerr.

Several articles concerned with the conceptual problems implicit in this study, as well as several articles on the German project, have already appeared in the Institute reprint series. Bendix' book, Work and Authority in Industry, based on his study of managerial ideologies, will be published by John Wiley and Sons as the first volume in a new Institute series, in May. Leibenstein's book, Economic Backwardness and Economic Growth, of which a first draft is completed, has also been accepted by Wiley for inclusion in the same series. In addition, Walter Galenson is editing a collection of essays on The Labor Movement in Under-Developed Areas, which will be published as part of the inter-university project. Contributors to this volume are drawn from various universities throughout the country. The grant for the Ford project extends through 1956-1957.

- 2. Selected Aspects of American Labor History, 1935-1941.
Walter Galenson

In connection with the preparation of a volume on American labor history from 1935 to 1941, Professor Galenson is writing several articles on selected developments during the period. The first of these, on "The Unionization of the Steel Industry," will shortly appear as a reprint.

- 3. Labor Relations in India. Van D. Kennedy

Professor Kennedy spent seventeen months in India in 1953-54 under a Fulbright Research Grant, making a general study of the Indian labor movement and industrial relations, based primarily on interviews with representatives of union, management, and government, in the major industrial centers. The first draft of a monograph reporting the results of this study is nearly completed. In addition, two articles based on this study have appeared or will appear shortly in the Institute reprint series.

- 4. The Labor Movement and the Socialist Party in Postwar Austria.
Charles A. Gulick.

Three manuscripts, of article length or somewhat longer, have

been substantially completed by Professor Gulick on various aspects of recent developments in Austria.

SOCIAL AND INDUSTRIAL PSYCHOLOGY

See the studies by Frenkel-Brunswik, et al., and G. H. Crook, which have been listed under the study of Aging in an Industrial Society.

POPULAR PAMPHLETS IN PREPARATION

The Shop Steward. Curtis Aller (first draft completed)

Unemployment Insurance. Ralph Amerson (first draft substantially completed)

Automation. Jack D. Rogers (outline in preparation)

III.

COMMUNITY SERVICE PROGRAMS

Introduction

- A. Public and Joint Management-Labor Programs
- B. Labor Programs
- C. Management Programs

COMMUNITY SERVICE PROGRAMS

Introduction

The expansion of the community service staff which was effected in late 1954 has made possible a gradual enlargement of the scope of the community service program. In addition to the well-established conferences and seminars which have been a continuing part of the program for a number of years, there have been significant innovations. These innovations range all the way from a seminar for business leaders emphasizing the philosophy of management to a series of lectures on Organized Labor and Atomic Energy for a large local of the plumbers union. To a considerable extent, these newer developments represent a response to needs which have come to our attention as a result of the more extensive community contacts which can be developed by an expanded staff. At the same time, they demonstrate the fact that the University is uniquely equipped to provide leadership in an attack on problems of growing interest to labor and management in the atomic era. An article in Chemical and Engineering News (February 20, 1956) refers to the program on Organized Labor and Atomic Energy as the first of its kind in the country. Interest in this program has led to a plan for a larger scale conference on atomic energy in June, in cooperation with the Far Western Building and Construction Trades Councils.

Not only has the expansion of the community service staff made possible the development of a more varied array of programs to meet the special needs of labor and management, but it has also facilitated increased emphasis on programs which bring together labor and management groups, as well as other groups in the community, for a many-sided exchange of views on difficult or controversial problems. The conference on "The Cardiac in Industry" was an example of an unusually successful effort of this kind. There is increasing evidence, moreover, that labor and management groups, even when convening separately, welcome opportunities to hear the "other side" of the story. The appearance of a labor spokesman as one of the major speakers at the Yosemite Management Conference in 1955 was enthusiastically received and will be repeated this year.

In a larger sense, gradual changes in emphasis in both the research program and the community service program reflect changes that have occurred in the industrial community. Although the Institute was established in a period of anticipated industrial conflict, its first ten years have coincided with the coming of age of mature collective bargaining in the San Francisco Bay Area and to a considerable extent elsewhere in the nation. As a result, problems of industrial strife which demanded attention in the early years have receded into the background. In their place has come an increasing emphasis on an array of problems associated with the drive for economic security and with the adaptations and adjustments required by a rapidly changing technology. As the Institute meets the needs of a changing environment, the programs which are in an experimental or planning stage at present may come to occupy a position of major importance in future years.

A. PUBLIC AND JOINT MANAGEMENT-LABOR PROGRAMS

PAST AND PRESENT PROGRAMS

Continuing Activities

1. Industrial Relations Certificate Program:

A study program in industrial relations is given in class sessions in San Francisco, Oakland, and Berkeley, and by correspondence, through University Extension. Approximately 70 students are currently enrolled in the class program, 45 in the correspondence program, and 65 certificates have been awarded to date. All certificate program students are counseled by a member of the Institute staff.

2. Industrial Relations Alumni Association:

Extension students who have completed at least four courses in the certificate program, or graduates of the regular University curriculum in industrial relations or labor economics are eligible for membership in the Industrial Relations Alumni Association. The group meets regularly for dinner and informal discussions on the campus. In the spring of 1955 the group held a series of four meetings on human relations training in management and labor. This series included presentations by Dr. Frederick J. Seubert, School of Business Administration, U. C.; F. Clayton Shelhoss, of Schilling Co.; and Jeffery Cohelan, Milk Drivers and Dairy Employee's Union, Local 302; and a closing discussion session in which three members of the group reported on human relations training activities in their own organizations. Other recent speakers have been John Hutchinson of the Institute of Industrial Relations reporting on the AFL-CIO merger meetings; Chet Brisco of United Employers who spoke on "Automation -- Is It A Second Industrial Revolution?"; and Van Dusen Kennedy of the Institute of Industrial Relations and School of Business Administration, U. C., on "Industrial Relations in the New India."

3. Mediators' Seminar:

The Mediators' Seminar, under the chairmanship of Curtis Aller of the Institute staff, includes about twenty State conciliators and Federal mediators. The group meets for the purpose of discussing various phases of collective bargaining. Speakers in 1955-56 have included Irving Bernstein

of the Institute of Industrial Relations at UCLA on "Arbitration of Wages"; Van Dusen Kennedy of the Institute of Industrial Relations and School of Business Administration, U. C., on "The Role of Government in the Indian Labor Relations"; Herbert Blumer of the Department of Sociology, U. C., on "An Arbitrator Views the Arbitration Process"; J. H. Richardson, Visiting Professor in Economics, U. C., on "The Conciliation and Arbitration System of Great Britain"; Mason Haire of the Department of Psychology, U. C., on "Role Perceptions in Labor-Management Relations"; and Philip Taft, Professor of Economics at Brown University, on AFL history.

Lectures

The Institute, with the Committee on Drama, Lectures, and Music frequently presents free public lectures in the field of industrial relations and labor economics. Lectures presented since November 1954 are:

1. On November 23, 1954, Victor Feather, Assistant Secretary of the British Trades Union Congress, gave an address entitled "British Labor Looks Ahead."
2. On March 21, 1955, Dr. George Katona, Program Director, Survey Research Center, University of Michigan, spoke on "Psychological Economics."
3. On April 5, 1955, J. Kenneth Galbraith, Professor of Economics at Harvard University, gave an address entitled "Economic Security and Progress."

Conferences and Special Activities

1. Employment and Heart Disease

In cooperation with the California Heart Association, the Institute presented a two-day conference, March 19 and 20, 1955, on the problems of employing the cardiac. The 200 conference participants from labor, management, medicine, government, and university considered three basic problems: Barriers to Employment of the Cardiac, Industrial Compensation Aspects of Heart Disease, and Removing the Barriers to Employment. There was also a special session on Industrial Medicine and Heart Disease, planned for the Medical Association Cardiac in Industry Committee. Conference proceedings are being prepared by the California Heart Association.

2. Arbitration and Labor Relations Conference - 1955

In cooperation with the American Arbitration Association, and the Schools of Law and Business Administration, the Institute presented a one-day conference, April 21, 1955, at the Sir Francis Drake Hotel. One hundred and fifty attorneys and representatives of labor, management, government, and universities attended the discussions on current collective bargaining trends in the Bay Area, legal aspects of labor relations, and planning and administering a pension program. Participating in the program were Noble Braden, Executive Vice-President of the American Arbitration Association; Sam Kagel, Matthew Tobriner, George Bahrs, San Francisco labor relations attorneys; M. I. Gershenson, Chief, Division of Labor Statistics and Research, California Department of Industrial Relations; C. J. Simpson, National Labor Bureau; and K. F. Saysette, Pacific Maritime Association. Proceedings on this conference will be issued.

3. State Conciliators' Seminar

On June 20, 1955, the Institute organized a day-long seminar for the conciliators of the State Conciliators' Service. The program was designed to provide an opportunity for an exchange of views between labor and management representatives and the conciliators on what services their groups expected and wished to obtain from the State Conciliators' Service. In general this was an examination of the role of the conciliator in the collective bargaining process. Participating in the program were: L. L. Mitchell of the IBEW; J. Hart Clinton of Northern California Distributors Association; Robert Grunsky, California Metal Trades Association; Howard Durham, Federal Mediation Conciliation Service; Lamar Childers, Building Trades Council of Alameda County; and Thomas Rotell of the Pacific Coast District Metal Trades Council. The seminar was moderated by Curtis Aller and Van Dusen Kennedy, both of the Institute of Industrial Relations and School of Business Administration.

On March 14 the Institute presented for members of the State Conciliators' Service a seminar on certain psychological aspects of the conciliation process. Curtis Aller of the Institute chaired the day-long meeting. Participating in the program were Dr. Hugh Coffey of the Department of Psychology, U. C., who spoke on "The Process of Group Decision" and Dr. Jack Block of the Institute of Personality Assessment who spoke on "Factors Involved in Decision-Making."

4. Conference on Supervision for Department Heads of San Francisco Hospitals

On November 4 and 5 in cooperation with the San Francisco Hospital Association, the Institute of Industrial Relations presented a two-day conference on supervisory problems and collective bargaining in San Francisco hospitals. Participating in this conference were over 200 administrators and heads of departments from 18 San Francisco hospitals. Speakers on the program included William H. Smith, Director of Research and Analysis, Federated Employers of San Francisco; Robert Littler, San Francisco attorney; Gregory Stone of Union Oil, Oleum; Keith Taylor, Department of Public Health, U. C.; and Thomas Harrell, Graduate School of Business, Stanford University. Proceedings of the conference were distributed.

5. Seminar for Engineers in the Department of Highways

In cooperation with the School of Business Administration Extension, the Institute of Industrial Relations organized, at the request of the Department of Highways, a seminar in supervisory relationships for their supervisory engineers in the San Francisco office. This program, which consists of 12 two-hour meetings conducted by Dr. Jules Grossman, Department of Psychology, San Francisco State College, is considered an experimental project by the Department of Highways and, if successful, similar programs will be developed for all of the state offices of the Department of Highways. The first meeting of this series took place March 13.

6. San Francisco Community Chest Conference on Counseling Needs for the Older Person

The Coordinator of Public Programs was an active member of the planning committee for the San Francisco Community Chest sponsored conference presented March 19, 1956. Over 200 representatives from a variety of governmental and private agencies, and labor, management, and educational institutions reviewed the resources available for counseling older people. Participants also discussed ways of better coordinating existing facilities and considered the possible need for an expansion of facilities.

PLANNED PROGRAMS AND PROJECTS

1. Arbitration and Labor Relations Conference, 1956

On April 26, 1956, at the Fairmont Hotel, the Institute plans to present its annual conference on Labor Relations and Arbitration. Plans for this program are presently being completed. Arthur Goldberg, special counsel for the AFL-CIO, has been invited to speak on the merger and David Cole, leading national arbitrator, has also been invited to speak.

2. Supervisory Conferences for San Francisco Hospitals

Subsequent to the November 4 and 5 conferences, the San Francisco Hospital Association requested the Institute to organize two additional conferences for other levels of management in the San Francisco hospitals. These conferences have been scheduled for May 3 and 4 and May 10 and 11.

3. Conference on Work and Leisure Problems of the Older Person

The Institute plans to present in June a two-day conference on the problems of older persons. For its material this conference will draw heavily on, although not be limited to, the results of the Institute's five-year interdisciplinary study "Impacts of an Aging Population." This study, financed by the Rockefeller Foundation, is now nearing completion. The conference program will focus on several basic issues in this field and will be designed to secure participation by representatives of management, labor, government, public and private agencies that are concerned with the problems of the older person.

4. Assistance to the State of California Personnel Board on its project to improve the handling of grievances in state civil service

The State Personnel Board, confronted with a variety of employee complaints which it did not believe were being handled effectively, requested assistance from the Institute for the purpose of developing a more adequate grievance procedure and a training manual for the implementation of that procedure. Joint meetings between Institute staff members and the State Personnel Board have been held for the purpose of reviewing the problem and considering what action should be taken. It is anticipated that these meetings may lead to a change in the present appeal procedure and to the development of a supervisory training program to insure a more effective use of any new procedure.

5. Joint Committee of the IBEW and Adult School Administrators

With the assistance of the Institute, a joint study committee of IBEW representatives and local adult school administrators has been formed for the purpose of determining how the adult evening schools can best assist electricians in the public utilities field to become informed about recent significant developments in the field of electronic controls. Because funds in the State of California for free adult education are available only through the public adult school system, it has long been the belief of the Institute that it should assist in the development of a closer working relationship between labor groups and adult school administrators. If this present joint committee functions effectively, it will undoubtedly form the pattern for other similar projects.

6. Survey of "Preparation for Retirement" programs in Bay Area industries

Because many local firms are considering the establishment of programs for the purpose of aiding employees in their preparation for retirement, the Community Service coordinators and Charles Perrow, research assistant in the Institute, are presently engaged in a survey project designed to obtain information about the content organization, and results of pre-retirement programs now in existence in Bay Area companies. It is believed that the collection and dissemination of such information will be of considerable value to the many firms that are now in the process of beginning similar programs.

7. Campus Supervisors Training Programs

As a result of the Spring 1954 campus supervisors conference which was co-sponsored by the Institute and the Personnel Office, the Personnel Office has requested the Institute's assistance in the development of a supervisory training program developed on a continuing basis. Such a program will include periodic group discussions on supervisory problems, the formation of study committees consisting of campus supervisors interested in particular office procedure and communication problems, and the creation of short training courses.

PROPOSED PROGRAMS

1. Automation Conference

Increasing interest in the effect of automation on employment stability, displacement of workers, retraining requirements, opportunities for older workers, hours of work, and a variety of similar issues, has prompted the Institute to consider the possibility of a joint labor-management conference on the impacts of automation. This conference is tentatively scheduled for January or February of 1957. As an exploratory meeting on some single aspect of this subject, Community Service may schedule a joint meeting of the Management Human Relations Seminar and the Labor Seminar.

2. Programs on industrial relations for secondary school teachers

Secondary schools, until quite recently, have given little more than passing attention to the subject of labor-management relations. Because this relationship is of vital importance to most adult Americans, it is suggested by many that secondary schools should attempt to give a better understanding of the issues in this area to their students. Frequently teachers hesitate to do this because of a lack of subject matter knowledge, the controversial nature of much of the material, the already over-crowded curriculum, and often the lack of suitable teaching materials and guides. Various agencies have recently become active in attempting to help the teacher with some of these problems, among them the Institute of Industrial Relations at the University of Illinois, the Institute of Management and Labor Relations, Rutgers University, the New York State School of Industrial and Labor Relations, Cornell University, and the Joint Council on Economic Education.

We are now considering doing some work in this area and have thought in terms of summer workshops, distribution of specially prepared materials (to some extent our popular pamphlets are helpful in this area), extension courses, and conferences. Also under consideration is the possibility of developing, through classroom use, an integrated set of teaching materials on labor-management relations. Results of such a project could be given wide circulation through publication in the Secondary School Teachers' Journal.

B. LABOR PROGRAMS

RECENT AND CURRENT ACTIVITIES

November 1954 to March 1956

1. Labor Press Conference

The sixth annual Labor Press Conference, presented in cooperation with the California State Federation of Labor, was held in Santa Barbara in November 1954. The subjects discussed at the conference included economic research and current economic developments; the right to work program; radio, television and the labor press; labor news services; and general news resources. Conference staff included Dr. Frederick A. Breier, Assistant Professor of Economics, University of San Francisco; Ernest Brashear, Public Relations Officer, Los Angeles Central Labor Council; Sigmund Arywitz, Research and Education Director, ILGWU, Los Angeles; Phyllis Beattie, U. S. Department of Labor; and Maurice Gershenson, California State Department of Industrial Relations. About 60 persons registered at the conference.

The seventh annual Labor Press Conference, conducted in cooperation with the California State Federation of Labor, was held during November 1955 in Fresno. Conference topics included: labor and public relations; labor, radio and television; labor and the daily press; labor and the U. S. Congress; and labor and community welfare. Conference staff included Andrew Biemiller, Legislative Representative, AFL; William Ring, Public Relations Director, Bakery Workers International Union; Claude McCue, Regional Director, American Federation of Television and Radio Artists; Jack Howard, Labor Correspondent, San Francisco Chronicle; and Jack London, Assistant Professor of Education, U.C. About 80 representatives of the labor press attended the conference.

The eighth Labor Press Conference will be presented as usual next November. In New York last December, however, the Coordinator of Labor Programs was approached by the new President of the International Labor Press, Mr. Gordon Cole, with the suggestion that the Press and the Institute cooperate in establishing a Western States Labor Press Conference. Recent discussions with the California State Federation of Labor suggest that the Conference may be established this fall as a joint venture of the ILP, the State Federation and the Institute. The Western States Labor Press Conference will be organizational as well as educational in character. One result of this may be the institution of more regular educational activities for labor editors in this part of the state.

2. Steelworkers' Seminars and Conference

The Institute presented for the Steelworkers' union in Northern California a series of six weekly seminars in March and April, 1955. The seminars were attended by staff representatives of the union.

The instructors in the seminars were George Lane, Referee, Industrial Accident Commission; A. H. Nelson, Administrative Assistant, IAC; Dr. Van Dusen Kennedy, Institute of Industrial Relation; Dr. Arthur M. Ross, Director, Institute of Industrial Relations; Benjamin Aaron, Institute of Industrial Relations, Los Angeles; and Sam Kagel, Lecturer in Law, Law School, Berkeley. The subjects discussed were workmen's compensation, arbitration and labor law. The Coordinator of Labor Programs also attended the Steelworkers national educational conference at Penn State University in April, 1955.

A two-week conference for Steelworkers in California will be held on the Goleta campus during the last two weeks in July. The conference will be presented in cooperation with the Institutes on both campuses. The program of the conference has not yet been determined.

3. Bay Area Labor Seminar

The Seminar is a monthly dinner or lunch meeting of full-time labor officials held on alternate sides of the Bay. There is a guest speaker for each meeting, with discussion afterwards. After June last year the meetings of the Seminar were discontinued for the summer, resuming in September. Subjects for discussion at the Seminar have included election laws, labor's use of mass communications, workmen's compensation, local government and recent developments in labor law. The average attendance at the Seminar is about 25. Seminar meetings this year will continue until June or July, then be suspended until September.

4. AFL Annual Institute

The eighth annual AFL Institute, presented by the California State Federation of Labor in cooperation with the Los Angeles and Berkeley Institutes, took place in April, 1955, at Santa Barbara. The theme of the conference was "Services to Union Members", and discussion took place on apprenticeship and vocational training, health and welfare plans, consumer services, and pensions. The conference staff included Dr. Orme Phelps, Claremont College; Charles F. Hanna, Chief, Division of Apprenticeship Standards, State Department of Industrial Relations; Dr. Abbott Kaplan, University Extension, UCLA; George Mann, Chief, Bureau of Adult Education, State Department of Education; Dr. Ralph Richardson, Department of Speech, UCLA; Warren Schmidt, Extension Division, UCLA; Dr. Robert A. Brady, Department of Economics, University of California; and Daniel Johnston, Pension Consultant, Los Angeles. About 100 people attended the Institute.

The ninth annual AFL Institute will be held April 15 through April 20 in Monterey. This conference is presented in cooperation with the Institutes on both campuses. The main subject of discussion this year will be pensions.

5. Labor Research Committee

Two experimental meetings of this Committee were held last fall. Its purpose is to provide discussions of a more complex character

than those which take place at the Labor Seminar. The fall meetings were held on campus during the afternoon and were attended by about 10 people on each occasion. The subjects discussed were race and housing, and industrial relations in Britain.

A special spring series of Committee meetings on workmen's compensation problems is being arranged in cooperation with the Central Labor Council of Alameda County. There will be three monthly meetings held in the Council's buildings in April, May and June. The series will cover the history of workmen's compensation in the United States, workmen's compensation law and practice in California, the presentation of cases before the Industrial Accidents Commission, the work of IAC referees, medical care and rehabilitation, insurance practices, benefit structures and administrative procedures.

6. Atomic Energy Discussion Series

In cooperation with Local 159 of the United Association of Journeymen and Apprentices in the Plumbing and Pipefitting Industry of the United States and Canada, the Institute presented last fall a series of six weekly lectures on atomic energy. The interest of the United Association in atomic energy arises from the fact that a large part of the construction and maintenance work in atomic installations is done by members of the Association. The topics discussed during the series included principles of atomic fission, the peacetime application of atomic energy, construction and maintenance problems in atomic energy, health and safety, workmen's compensation and insurance, and trade union policy on atomic energy matters. The staff of the series were Dr. Arthur Biehl, Staff Physicist, UC Radiation Laboratory; Wade Dickinson, Senior Engineer, Bechtel Corporation; W. B. Myers, Mechanical Engineer, UC Radiation Laboratory; Dr. Burton J. Moyer, Professor of Physics, UC Department of Physics; Joseph Morrison, Vice-President, Industrial Indemnity Insurance Company, and Joseph Philipps, International Representative, United Association. The series was attended by about 250 people at each lecture, and received nation-wide publicity, since it appeared to be the first lecture series of its kind attempted in this country.

7. IBEW Conference

In October last the Institute joined with Local 1245 of the International Brotherhood of Electrical Workers in presenting a two-day conference for unit chairmen of the local in Northern California. Topics discussed at the conference included technological developments in the electrical industry, communications, local union administration, industrial change and the labor force, union leadership problems, public speaking and parliamentary procedure. Academic conference staff included Dr. Cyril P. Atkinson, Engineering Design, UC; and Dr. Fred Stripp, Department of Speech, UC. About 140 unit chairmen attended the conference.

8. Economic Analysis for Labor Editors

Two one-day meetings were held last fall for a group of local labor newspaper editors interested in the tools and methods of economic analysis. Instruction was given by Dr. Robert A. Gordon of the Economics Department and Dr. Joseph Garbarino of the School of Business Administration. About 8 editors attended each meeting.

9. Carpenters' Seminar

In September, October, and November of last fall the Institute presented a series of three seminars for the members of the Bay District Council of Carpenters. The Council is composed of the full-time representatives of about 80,000 carpenters in the nine counties of the Bay Area. The subjects discussed were economic and technological developments in the building trades; new ideas in collective bargaining; and union administration. The seminar instructors were Dr. Jack Rogers, School of Business Administration; Harry Polland, Economist, Tobriner, Lazarus, Brundage and Neyhart, San Francisco; and Dr. Seymour Lipset, Institute of the Behavioral Sciences, Palo Alto. The meetings were held in the Building Trades hall in San Francisco, and were attended by all members of the Council.

10. Hospital Workers' Conference

In cooperation with Local 250 of the Hospital and Institutional Workers, the Institute presented a one-day conference in February, 1956, at the union headquarters in San Francisco. The conference was a general orientation one for new shop stewards, and covered such topics as labor history, unionism and professional workers, contract provisions and benefits in Local 250, collective bargaining problems, hospital administration, and public speaking. The conference staff included Dr. Van Dusen Kennedy, Institute of Industrial Relations; Dr. Fred Stripp, Department of Speech; Mr. Mark Berke, Administrator, Mount Zion Hospital; Mr. Gordon Cumming, Chief, California State Bureau of Hospitals; and Dr. Richard Liebes, Director of Research, Building Service Employees International Union, San Francisco. About 50 people attended the conference.

11. Electrical Workers' Conference

The Institute presented a one-day educational conference for Northern California officers of the International Union of Electrical Workers, AFL-CIO, at International House in March this year. Subjects discussed included recent developments in electronics; labor history; history of the IUE; grievance procedures; inter-union relationships, communications, public speaking and the AFL-CIO merger. The conference staff were J. E. Brooks, Lenkurt Electric Company, San Carlos; Dr. Fred Stripp, Department of Speech; Dr. Van Dusen Kennedy, Institute of Industrial Relations; Robert S. Ash, Secretary, Central Labor Council of Alameda County; and international representatives of the union. About 15 shop stewards attended the conference.

12. Public Speaking Course

A course of ten weekly lectures in public speaking for East Bay union officials began on January 18. The course is being presented in cooperation with the Central Labor Council of Alameda County and sessions are held in the Council's building in Oakland. The course instructor is Dr. Fred Stripp. There is a registration of 15 full-time union officers in the course.

FUTURE ACTIVITIES

1. East Bay Labor Welfare Council

After extended discussions in cooperation with the Institute, the Central Labor Councils, the Building Trades Councils, and the CIO Councils of Alameda and Contra Costa counties have agreed to join in the formation of an East Bay Labor Welfare Council. The purpose of the Council will be to undertake discussions and negotiations over a broad range of welfare problems of concern to labor. Much of the Council's work will be undertaken by special committees. At the outset, committees of the Council will probably be established on medical care, hospital care, public health, industrial health and safety, dental care, preventive medicine, and care of the aged. The Council will be governed by a chairman, secretary and executive board. The Institute will act in an advisory capacity.

2. Western States Conference on Atomic Energy

Agreement has been reached between the Institute and the Far Western Council of Building Trades Unions to hold a two or three-day conference, probably in June, on Labor and Atomic Energy. The Far Western Council embraces California, Oregon, Washington, Arizona and Nevada, and delegates from these five states will attend the conference. The conference itself is prompted by the fact that those aspects of the peacetime application of atomic energy of particular concern to labor have received relatively little attention from organizations and students in the field. Most of the conference will thus be taken up by the presentation of scholarly papers on topics such as the impact of atomic energy on the work force, skill and training problems, health and safety problems, and workmen's compensation. It is hoped that it will be possible to publish the proceedings of the conference, which should represent a comprehensive documentation of selected aspects of peacetime atomic energy development. Very little information of this kind is currently available.

3. Printing Trades Seminar

The Coordinator of Labor Programs has been approached by local press and printing unions with the request to organize a series of seminars on current and prospective technological developments

in printing processes. Several discussions have already taken place, and a formal organizational meeting will take place on April 3. The unions concerned have shown interest in having management participation in the seminar series; the Coordinator of Management Programs and management representatives will therefore attend the meeting.

4. Retail Clerks Conference

The California State Council of the Retail Clerks Association will hold its annual four-day convention in June. It has been agreed between the Council and the Institute that one day of the convention this year will be set aside for educational activities to be planned by the Institute. The tentative program outline agreed upon between the Council and the Institute includes discussions on general economic prospects, economic and labor developments in the retail trades, labor law, international trade and relations, communications and public speaking. This appears to be the first time the annual State convention of a union has been adapted for educational purposes in cooperation with the Institute.

5. Labor Education Conference

According to a decision of an inter-Institute conference, there will be separate labor educational conferences presented by the Institutes at Berkeley and Los Angeles this year. Both, however, will be presented in May and both will have approximately the same content. The principal subjects for discussion will be instruction in trade union matters in high schools, and the availability of public funds and institutions for labor education. The Northern conference will be held in the Bay Area.

6. Teachers Conference

A five-day conference of the California State Federation of Teachers will be held during the first week of August, probably in Asilomar, in cooperation with the Berkeley and Los Angeles Institutes. The conference program has not yet been discussed.

7. Public Speaking Class for Office Employees

A request has been received from Local 29 of the Office Employees International Union for a series of classes in public speaking. This will be arranged at the convenience of the local, probably starting in April.

8. International Trade Union Program

The Institute is presently considering a series of proposals for training programs and conferences for American and foreign trade unionists in international labor and foreign relations.

9. Engineers and Scientists of America

Discussions have taken place with officers of the ESA, an independent union, regarding training courses for local officers of the union in collective bargaining and grievance procedures. The courses will

probably be presented in May.

10. Railroad Trainmen's and Firemen's Program

The Educational Directors of the Brotherhood of Locomotive Trainmen and the Brotherhood of Locomotive Firemen have both paid visits to this office to discuss educational programs for their lodges in this area. Agreement has been reached that such programs will be organized as soon as the appropriate Brotherhood educational committees are set up in this area.

11. Miscellaneous

The Coordinator of Labor Programs has engaged in a number of minor activities during the year, including participation in the Youth Employment Committee of Oakland, a body concerned with combatting juvenile delinquency in cooperation with trade unions; entertaining foreign trade union visitors from Britain, Finland, Germany, Denmark, Korea, Malaya, Indonesia and Australia; assisting the Panel of Americans, an interracial and interreligious body of university students, in finding speaking engagements before labor groups; arranging for visits by some 150 students in the School of Business Administration to union meetings in the Bay Area; assisting the sponsors of the National Resources Conference in obtaining labor participation in the Berkeley session of the Conference; advising Local 159 of the United Association concerning the development of an internship training program for apprentices; discussing with other members of the staff the possibility of a television program series on industrial relations; assisting the International Typographical Union local in Oakland in choosing candidates for the International Union's training school in Indianapolis; and attending the annual convention of the California State Federation of Labor, and the AFL-CIO merger convention in New York.

C. MANAGEMENT PROGRAMS

PAST AND PRESENT PROGRAMS

1. Annual Summer Management Conference

This conference is sponsored by the Institutes and the Schools of Business Administration at Berkeley and Los Angeles, with primary responsibility for planning rotating between the two Divisions. The conference is held for three and a half days at the Ahwahnee Hotel, Yosemite National Park. The major section of each conference is devoted to industrial relations and personnel problems, with the balance given to more general management subjects. Speakers and discussion leaders from the University, industry, and various government agencies are included in each conference. The Seventh Annual Conference, August 31 - September 3, 1955, attended by about 90 representatives of business firms and employer organizations on the West Coast, was concerned primarily with the government's role in the economy, merit employment (FEPC without legislation), collective bargaining, guaranteed annual wage, pensions, preparation for retirement, executive appraisal, and automation. Principle speakers were Irving Bluestone of the UAW-CIO, Ralph L. Inglis of Founders Insurance Company in Los Angeles, H. L. Nunn who is retired president of Nunn-Bush Shoe Company, and Deans Neil H. Jacoby and E. T. Grether. It was planned primarily by the Southern Division. Plans are now being made for the Eighth Annual Conference, September 12-15, which will be administered primarily at Berkeley. Invitations have been extended to Lemuel Boulware of General Electric, Meyer Kestnbaum of Hart Schaffner and Marx, A. J. Hayes of the Machinists' Union, and Professor J. K. Galbraith of Harvard to address the conference.

2. Bay Area Management Conference

This annual conference, on industrial relations and management subjects, is presented at the Claremont Hotel in Berkeley under the sponsorship of the Institute, the School of Business Administration, United Employers in Oakland, and the Oakland Chamber of Commerce, and attracts about 200 representatives from Bay Area management each year. Speakers and discussion leaders at this conference include members of the University and business and government leaders. At the Fifth Annual Conference on March 16, 1955, an address by Arthur Larson, Under-Secretary of Labor, was featured; it included sessions on suburban development, collective bargaining, automation, communications, and capital goods expenditures. Principle speakers were Chancellor Kerr and Rilea Doe of Safeway Stores. Individual sessions were devoted to such subjects as economic security, Bay Area expansion, personnel selection, manpower utilization, profit sharing, and the economic outlook.

3. Seminar on Human Relations for Foremen and Supervisors

The Institute entered the field of supervisory training in human relations in April of 1954 with the first of a series of seminars in which various companies within the Bay Area send foremen and supervisors for intensive training away from the plant. The program, under continuous review, with the organization gradually changing, consists of two parts: general lectures on psychological and sociological background, and smaller discussion groups for case studies and closer examination of supervisory problems. Originally, the seminars were held for five days on the Berkeley campus, but the schedule is now being varied. This year, the seminars are offered in San Francisco and Oakland, as well as Berkeley. At the second seminar, from January 31 to February 4, 1955, Louis Hackemann of Madison, Wisconsin, and Dr. Frederick Seubert of the School of Business Administration conducted a group of 54 men, and in the third seminar, held April 25 to 29, 1955, Dr. Hackemann and Dr. Seubert were joined by Mr. Waino Suojanen of the School of Business Administration; the registration then was 49 men. The fourth seminar, January 30 - February 3, 1956, was limited to 25 men, with Dr. Anthony C. Tucker as leader. The fifth seminar, April 23-27, will be held in San Francisco, with Dr. Tucker again the leader and the registration limited to 25 men. The more recent seminars have been characterized by increased emphasis upon application of background knowledge to supervisory problems. The form of future seminars will continue to be reviewed as more experience is gained in this field of training.

4. Training Seminar for New Foremen in Small Industries.

The first of a new series of supervisory training programs will concentrate upon the special interests of new foremen and is designed to provide initial supervisory training for those companies too small to support their own training programs. Although major emphasis will be given to human relations training, the seminar differs from the established Seminar on Human Relations in that some attention is devoted to cost, production, and quality control, to time study, and to grievance handling. No attempt will be made to train supervisors in these functions; instead the new foremen will become acquainted with functions and techniques with which they will be indirectly concerned. The first seminar will be given in Oakland on six successive Tuesday afternoons and evenings, from March 27 through May 1. Dr. Tucker and Mr. Suojanen will lead the seminar, which is limited to 25 participants.

CONTINUING DISCUSSION GROUPS

1. Human Relations Discussion Group

This is a monthly dinner meeting in San Francisco of about 35 industrial relations and personnel directors in city and Peninsula firms. The chairman of the sixth year of meetings, 1954-55, was Dr. Arthur M. Ross. During the current seventh year, the chairman is again Dr. Mason Haire, who inaugurated the meetings. Meetings and discussion are informal, and speakers come both from within the membership of the group and from outside. The most recent speakers have included Dr. Richard S. Crutchfield of the Institute for Personality Assessment and Research, Dr. Joseph Garbarino of the Institute, Robert Raschen of Federated Employers of San Francisco, Warren Philbrook of Food Machinery and Chemical Corporation, and Louis Erb of the Telephone Company. Earlier meetings in the current year were devoted to discussions of various employer policies and their origin.

2. Industrial Relations Seminar

This monthly dinner and discussion group, similar in size and interest to the Human Relations Discussion Group in the city, meets in Oakland for East Bay industrial relations and personnel directors and is now in its sixth year. Dr. Joseph Garbarino, the present chairman, succeeds Dean Grether. He was preceded by Chancellor Kerr, who began the group in cooperation with the California Metal Trades Association. Recent speakers have included J. Paul St. Sure of the Pacific Maritime Association and Richard Liebes of the Building Service Employees who discussed the recent AFL-CIO merger; Svein Kile of the Norwegian School of Economics and Business Administration; and Professor Eugene Burgess of the Institute.

3. Supervisors' Forum

This group of approximately 30 supervisors in Bay Area industry meets monthly on the campus under the direction of Mr. R. A. Smardon of the School of Business Administration and the Distributors' Association of Northern California. Members of the group are invited by its Governing Committee from among those people who have completed the Extension course in Labor Relations for Supervisors. The group, now in its fifth year, discusses topics of particular interest to line supervisors, and utilizes role playing, development of case studies, panel discussion, and outside speakers.

4. Management-University Seminar on the Philosophy of Management

A monthly dinner and discussion group now in its first year, this is an invitational seminar of twelve presidents and vice presidents

of major Bay Area firms and employer associations who meet under the leadership of Dr. Haire. Concerned with the nature of the corporation and its relation to the community, discussion begins before dinner with one member of the group introducing the month's subject. The first three leaders were Herbert Armstrong, Assistant to the Chairman of the Board of Standard Oil, Douglas Tellwright, Vice President of PT&T, and Fred Cutter, Vice President of Cutter Laboratories, with discussion concentrated upon recent writings of Peter Drucker and A. A. Berle, Jr. The seminar meets in San Francisco at the University Club.

5. Human Relations Alumni Association

Now in its first year, this is a dinner and discussion group limited to men who have completed one of the Seminars on Human Relations and includes first line supervisors, personnel and industrial relations officers, staff members, and technical personnel. One of the purposes of the association is to give opportunity for members of the group to exchange ideas and experience with people from other functions and levels. A specific subject of interest to supervisory personnel is selected for discussion each month; case discussions, role playing, and outside discussion leaders are used. Meetings alternate between San Francisco and Oakland and are under the leadership of Burt Miller.

OCCASIONAL LOCAL PROGRAMS

1. Training Directors' Workshop

The first ten-week workshop in 1954, sponsored by the Institute in cooperation with the Northern California Training Directors Association, was under the direction of Dr. Gordon Hearn, then of the School of Social Welfare. A second Workshop was held from September 19 to November 21, 1955, on the Berkeley campus. Beginning with a discussion of leadership, motivation, and attitudes, the workshop went on to consider various kinds of human relations training and the evaluation of such training. Discussion leaders were Dr. Seubert, Dr. Haire, Mr. Raschen, and Dr. Tucker.

2. Supervisory Training Program, Federated Metals Division

A weekly series of meetings for all supervisory personnel at the San Francisco plant of Federated Metals Division, American Smelting and Refining Company, was held during January and

February of 1956. Dr. Jules Grossman, presently of San Francisco College, led the discussion on human relations training.

3. Supervisory Training Program, Southern Pacific Company

Plans for a series of three meetings of all Southern Pacific System regional and department heads to be held in San Francisco in April and May of 1956 have been completed. Dr. Harrison Gough of the Institute for Personality Assessment and Research will lead the discussions on motivation and general human relations training.

4. Cooperative Education and Cooperation in Education Committees

The Institute is cooperating with the Northern California Committee on Training of the American Petroleum Institute, the Vallejo School District, and the Contra Costa Junior College on two committees. The first is a Committee on Cooperation in Education, to determine how the oil industry's needs for skill and supervisory training can be met by the various school systems. The second, a Committee on Cooperative Education, is currently investigating other industries' experiences with subsidization of education, both for men within the firm who would return to the university and for registered university students who would enter the firm upon graduation. The study of the Committee on Cooperative Education is intended as a resource for the oil industry in establishing new policies on education.

PROPOSED PROGRAMS

1. Supervisory Training for Women Supervisors

A number of Bay Area firms and industries employ large numbers of women and have women supervisors, but have not included those women among their representatives at the training programs sponsored by the Institute. It is proposed that a beginning might be made with human relations training for women supervisors only, probably on the pattern of the seminars already attended by men, and that eventually management might consider sending both men and women to the same training programs.

2. Human Relations for Office Supervisors

With increasing pressure for organization of office workers,

management is coming to consider some of the problems of office supervision more carefully. Some interest has been shown among local management in human relations training for supervisors of white collar workers. It is proposed that a special training seminar, patterned on the established Seminars on Human Relations, be offered, in which the problems considered and the cases discussed be limited to the office environment.

3. Regional Conferences

The Institute is presently considering a series of regional conferences on industrial relations topics. Up to this point, most of the conferences sponsored by the Institute have been held in the immediate Bay Area and, because of cost and travel time, have been prohibitive for other Northern California participants. It is believed that many of the topics of successful conferences and training programs here in the Bay Area could be used for regional conferences, in such cities as Sacramento, Eureka, Fresno, and Redding.

4. Special Subject Conferences

The two major management conferences now sponsored by the Institute, the Summer Management Conference and the Bay Area Management Conference, include workshops in which the subject considered is necessarily covered inadequately, because of limited time. These existing conferences are designed for large attendance and are intended to give an introduction to or survey of a number of special subjects, such as automation or personnel selection or unemployment compensation. It is proposed that more frequent conferences might be given, perhaps one day in length, which would be devoted entirely to a particular subject. Attendance would be limited to those people directly interested in the subject, and speakers and discussion leaders would be drawn from specialists both within the University and from the business community. Such conferences might be presented in cooperation with employers associations in the Bay Area and might be held both in San Francisco and in the East Bay.

5. Seminar on Training Methods

Plans have been discussed for a one-week seminar for training directors in business and industry as well as training directors for voluntary associations and service organizations. Asilomar will probably be selected as a meeting place, because this kind of intensive seminar should take the form of a residence program in which the participants would be removed from their homes and places of work. The subject matter of the seminar would be teaching and training techniques. Participants themselves would

provide most of the leadership for the workshop groups, practicing those techniques with which they are unfamiliar or demonstrating those in which they are experienced. It is planned to limit the group to about 100 registrants. The seminar would be a state-wide function, but registration would be encouraged from the entire West Coast.