

UNIVERSITY OF CALIFORNIA

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*A Progress Report*  
*of the*  
*Institute of Industrial Relations*

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1945-1952

BERKELEY AND LOS ANGELES

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# *Foreword*

IT IS PARTICULARLY APPROPRIATE for the Institute of Industrial Relations to present a progress report for the period 1945 to 1952. During these seven years following the establishment of the Institute, the organization, activities and programs have taken form. We now have a strong foundation within the Institute and in community relations on which to build. This period also coincides with that of Clark Kerr's directorship of the Northern Division. The national recognition earned by the Institute is due in large part to his leadership. Although Dr. Kerr is now Chancellor of the University of California at Berkeley, he will continue his association with the Institute as Research Associate and as Chairman of the Statewide Coordinating Committee.

This report is presented for the information of all who are interested in the work of the Institute, and especially for the thousands of people who have participated in our various activities. Of necessity the narrative is brief and in summary form. We hope, however, that many readers will find it informative and useful.

It is impossible here to express individual appreciation to all those who have shared in our numerous activities directly and indirectly. We are particularly grateful to the members of the Faculty Advisory Committees and the Community Advisory Committees who have given us such effective guidance and loyal support. To the members of these Committees and to the others with whom it has been our privilege to work, we express our sincere appreciation.

*Edgar L. Warren*

*E. T. Grether*

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# *Introduction*

IN RESPONSE to a proposal of Governor Earl Warren, in the summer of 1945 the Legislature of the State of California established the Institute of Industrial Relations at the University of California. The legislative enactment appropriated funds "for the establishment and maintenance of an Institute of Industrial Relations, and the maintenance of courses in Industrial Relations, and extension activities and research in connection therewith, utilizing the full resources of the University of California, and especially its faculties and facilities on the Berkeley and Los Angeles campuses of said University."

This step was taken in recognition of the fact that employment relations posed important and complex problems in the internal life of the nation and of California. This awareness of the need to give greater attention to industrial relations problems was part of a nation-wide development during the war and postwar years. Thus the Institute at the University of California is but one of several such specialized agencies established in universities throughout the country in the past decade.

The urgent need for careful study in this field became increasingly apparent during the period of postwar economic adjustment, when the failure of labor and management to arrive at prompt settlement of their disputes more than once assumed the proportions of a national crisis. While major strikes exhibit most dramatically the public impact of labor-management relations, the public interest does not stop with the preservation of industrial order. Equally important are the full and effective use of manpower and economic resources, continued improvement in worker productivity and managerial efficiency, harmonious and satisfying relations at the workplace, and the protection of individual rights in a context of group decisions.

Increasingly we have become a nation of employees and employers rather than a nation of self-employed. Roughly three-fourths of all persons engaged in gainful economic activity are wage and salary earners. For them economic opportunity is synonymous with employment opportunity. A high level of employment thus becomes a crucial index of economic health. Although we have enjoyed generally satisfactory employment levels for better than a decade now, there still remains widespread concern over our ability to continue doing so. In the State of California, where the labor force has increased more than 50 per cent during the past ten years, it is particularly important that ways and means of preserving and expanding employment opportunity be carefully studied.

Problems of personnel administration have also taken on new importance in recent years. These include a host of matters such as recruitment, placement, training, turnover, and supervision, as well as "human relations" among employees, and between supervisors and employees, at the work level. As the percentage of older workers in the labor force has risen, the employment questions associated with age have grown in size and in significance.

Collective bargaining, which substitutes group decision for individual action, has come to play a primary role in defining the relations between management and labor and fixing the terms of employment. More than 15,000,000 workers in the United States are now covered by collective agreements, including a preponderant majority of those in manufacturing, construction, transportation, and public utilities. Many others are indirectly affected. The need for systematic analysis of collective bargaining issues, as well as for specialized personnel to participate in negotiations, has grown correspondingly. Federal and state governments have devoted increasing attention to such problems.

Apart from the national picture, the developing pattern of industrial relations on the Pacific Coast has special features which deserve particular attention. Trade-union activity in some industries in this region is almost a century old, with a long tradition of aggressive action. In other industries it is of recent origin. More than 1,250,000 workers in California are now covered by written collective agreements, a larger proportion of the labor force than in other parts of the nation. Employers have also organized in strong and energetic associations; today multi-employer bargaining is relatively more frequent in Pacific Coast industries than elsewhere.

In the light of these facts, the proper functions of an Institute of Industrial Relations in California become clear. In the section which follows, the general program of the Institute, which reflects these functions and purposes, will be outlined.

## PART I. ORGANIZATION AND FUNCTIONS

WHILE THE Institute was established with a Northern Division at Berkeley and a Southern Division at Los Angeles, each in charge of a resident Director, the activities of these divisions have been coordinated to the possible maximum extent. Integration has been achieved through a Coordinating Committee from the two campuses, appointed by the President of the University. Each division has a local Faculty Advisory Committee to assist it in its relations with the University; and a Community Advisory Committee composed of representatives of labor, industry, and the general public, to advise the Institute on how it may best serve the community. The membership of these committees appears at the end of this report.

The Institute, which initiated active operations in 1946 after a year of planning and organizing, has pursued three major lines of endeavor:

1. *Research.* Our purpose is to investigate the facts and issues of industrial relations (including group relations between unions and management, as well as personnel relations between employers and individual workers) through a comprehensive program of basic research. We are convinced that good will alone, although essential, will not solve the persistent problems in this field. New insights and greater knowledge of underlying causes and trends are equally necessary. In its search for wider knowledge, the Institute is in a position to bring together social scientists from a number of disciplines and to draw on the extensive facilities of the University and the experience of its faculty.

In addition to a research staff, each division maintains a specialized reference library which serves students, faculty, and the community, as well as Institute staff members.

2. *Campus Instruction.* Our purpose is to help acquaint a large number of University students with the essential concepts and information concerning industrial relations which an educated citizen should possess, and to equip the much smaller number of students desiring to work in the field with the best professional qualifications.

From the outset the Institute's policy has been to avoid duplicating the facilities and services of other University agencies. Therefore the Institute does not offer courses on the campus or grant degrees, these being functions of the various schools and departments of instruction. Had a separate School of Industrial Relations been established, students would have been denied access to many of the University's finest educational opportunities; narrow specialization of training might have

resulted; Institute staff members would have been limited in their association with colleagues in social science departments; and recruitment of the most qualified men for staff positions might have been impeded.

Industrial relations cannot be separated from the larger economic, political, psychological, and sociological issues which give rise to problems of unions, management, workers, and government. The field is uniquely suited to interdisciplinary cooperation. Therefore, rather than establish separate courses of instruction, the Institute has chosen to assist in the coordinating of the teaching work in industrial relations offered by the various departments and professional schools and to encourage judiciously the expansion of existing courses or the offering of new courses.

The provision of research assistantships for graduate students is a regular part of the Institute program. There are several such assistantships in each division which give graduate students in several departments the opportunity to gain research experience under the guidance of senior staff members. It is the Institute's policy that each graduate assistant will be assigned to bona fide research activity.

3. *Community Relations.* Our purpose is to facilitate better understanding between management and labor, and among the people of this state as a whole; and to join with experienced and interested members of the community in exploring issues and developing areas of agreement. The Institute's program does not support the special interests of either labor or management, but rather is intended to serve the public interest.

In this phase of its program the Institute works in cooperation with University Extension which has many years of fruitful experience in the field of adult education. Evening extension courses covering a wide variety of subjects in industrial relations are open to all adult persons who are able to profit from the work taken, regardless of their previous formal education. The Institute also offers a Certificate in Industrial Relations for those who are interested in taking an integrated course of study in this field. A minimum of eight courses which may be completed in two years is required.

In order to meet the specialized needs of community education in industrial relations, extension courses are supplemented by conferences, institutes, seminars, public lectures, and short courses for management, labor, and other groups.

While not a part of our formal program, we consider it among our responsibilities to cooperate with officers and agencies of the federal and state governments who deal in a practical way with problems lying in



the Institute's area of interest. A university group is in a position to offer a certain amount of assistance without duplicating any of the work performed by such agencies or influencing their policies. In addition, members of the Institute are often called upon to play an active part in the work of government boards and commissions. Thus, the Directors and various staff members of the Institute have served in such positions as General Chairman and Section Chairman of the Governor's Conference on Employment; Vice-Chairman, Public Member, and Regional Chairman of the Wage Stabilization Board; Chairman of the Study Commission on Unemployment Insurance under appointment of Governor Warren; Consultant to the Air Force on Pilot Training Programs; Staff Director of the President's Commission on Migratory Labor; Member of Presidential Fact-Finding and Emergency Boards; Consultant of the Atomic Energy Commission; Chairman of the Los Angeles County Conference on Employment.

The report which follows is divided into three sections: (1) a description of the programs sponsored jointly by the Northern and Southern Divisions; (2) a detailed review of the activities of the Northern Division; and (3) a similar account of the work of the Southern Division.

## PART II. STATE-WIDE PROGRAMS

THE INSTITUTE'S NORTHERN AND SOUTHERN DIVISIONS have cooperated each year in the presentation of conferences, public lectures, and resident institutes, with the active assistance of University Extension. In addition, a series of popular pamphlets dealing with subjects of interest to the public has been developed, with eight titles now in print and several more in preparation.

### Conferences

State-wide conferences have been held about once a year on topics of current interest, with sessions at Berkeley or San Francisco and at Los Angeles. The major conferences are as follows:

1. *Industrial Disputes and the Public Interest* (March, 1947). The major addresses were delivered by William H. Davis, former Chairman of the National War Labor Board; Paul H. Douglas, Professor of Economics and President of the American Economic Association; William M. Leiserson, former Chairman of the National Mediation Board; Donald R. Richberg, co-author of the Railway Labor Act and the National Industrial Recovery Act; and the Hon. Lewis B. Schwellenbach, Secretary of Labor.

2. *Wages, Prices and the National Welfare* (March, 1948). Speakers representing labor were Stanley Ruttenberg, Assistant Research Director of the CIO, and Boris Shiskin, Economist for the AFL. Representing management were Earl M. Bunting, Chairman of the Board of the National Association of Manufacturers, and John L. Lovett, Chairman of the Michigan Manufacturers Association. Representing the public were Professor Alvin H. Hansen of Harvard University, and Professor George W. Taylor of the University of Pennsylvania. Printed proceedings are available.

3. *Industrial Relations and World Affairs* (June, 1948) arranged in connection with the San Francisco meeting of the International Labor Organization. A large number of ILO delegates and officials participated, including David A. Morse, Director General of the ILO; J. D. Zellerbach, Chief of the ECA Mission to Italy; Frank P. Fenton, Director of Organization of the American Federation of Labor; Wilhelm Bjorck, Paymaster General of Sweden; Henry Hauck, French Labor Attaché in London; S. Lall, Secretary of the Indian Ministry of Labor; Sir Guildhaume Myrddin-Evans, Deputy Secretary of the British Labor Ministry; Wou Sao Fong, Delegate to the ILO Governing Body from China; Pierre Waline, Member of the ILO Governing Body from France; and F. Yllanes Ramos of the Mexican Confederation of Chambers of Industry. Printed proceedings are available.

4. *Collective Bargaining and Arbitration* (March, 1949) held in cooperation with the Conference of Junior Bar Members of the State Bar of California. The principal speakers were William H. Davis, and Harry Shulman, Sterling Professor of Law, Yale University, and Impartial Umpire, Ford Motor Company and United Automobile Workers, CIO. Printed proceedings are available.

5. *Pensions and Health and Welfare Plans in Collective Bargaining* (April, 1950) also presented jointly with the Conference of Junior Bar Members. The main speakers were William M. Leiserson; Joseph E. Moody, President, Southern Coal Producers' Association; Herbert Northrup, Labor Economist, National Industrial Conference Board; and Louis Sherman, General Counsel, International Brotherhood of Electrical Workers, AFL. Printed proceedings are available.

6. *Conference on Arbitration* (November, 1952) a two-day discussion of labor and commercial arbitration, sponsored together with the American Arbitration Association, the National Academy of Arbitrators, the Conference of Junior Bar Members of the State Bar of California, the School of Business Administration, and the School of Law. The major address was delivered by David L. Cole, Director, Federal Mediation and Conciliation Service.

### **Lecture Series**

A series of public lectures on "The Economics of Collective Bargaining" was held in Berkeley and Los Angeles during 1948-49. William Green, President of the American Federation of Labor, and Walter Reuther, President of the United Automobile Workers, CIO, presented labor's point of view. Wallace F. Bennett, then President of the National Association of Manufacturers, and Walter Williams, Chairman of the Committee for Economic Development, spoke for management. Speakers from government and academic life were the Hon. Wayne Morse, U. S. Senator from Oregon; Dr. Edwin G. Nourse, then Chairman of the President's Council of Economic Advisers; the Hon. Maurice J. Tobin, Secretary of Labor; and Professor Sumner H. Slichter of Harvard University. Published proceedings are available.

A series of lectures on "Mature Collective Bargaining: Prospects and Problems" was initiated in 1949, and continued through 1950 and 1951. Speakers in this series were the Hon. Hubert H. Humphrey, U. S. Senator from Minnesota; Fred A. Hartley, Jr., former Member of Congress from New Jersey and co-author of the Labor-Management Relations Act of 1947; John A. Stephens, Vice-President, United States Steel Corporation; James B. Carey, Secretary-Treasurer, Congress of Industrial

Organizations; Charles E. Wilson, President, General Motors Corporation; and J. B. S. Hardman, Director, Labor Leadership Study, Bureau of Applied Social Research, Columbia University. Published proceedings are available.

### **Resident Institutes**

As an essential part of its community relations work the Institute has developed, together with University Extension, a program of resident institutes for labor and for management, which have become firmly established on an annual basis.

The Annual Summer Management Conference, now in its fourth year, features speakers and discussion leaders drawn from industry, government, and the University. Running for four days, the conferences have each been attended by from eighty to one hundred executives of companies and associations throughout the state. Discussions have dealt with subjects such as economic conditions, government controls, human relations, and collective bargaining. The program of the fourth annual conference in 1952 was built around the theme of "productivity."

The AFL Summer Labor Institute, an annual week-long conference now in its fifth year, is held in cooperation with the California State Federation of Labor. Speakers and discussion leaders have been drawn from organized labor, government, and the University. These conferences have been attended by approximately one hundred AFL leaders from every part of the state, who came together to study such subjects as basic economics, labor legislation, pensions and welfare plans, collective bargaining, wage and price stabilization, and international relations.

In 1950 a third resident institute was arranged for the State CIO and the United Steelworkers of America. This, too, has become an annual event. Some of the speakers have participated in the yearly sessions of the United Automobile Workers, CIO, being conducted at the same time. The programs are similar to those already developed for the AFL and management, with emphasis on questions of special interest to CIO groups.

The fall of 1950 saw the first annual Labor Press Conference, held in cooperation with the California State Federation of Labor. These conferences afford an opportunity for editors and others concerned with the problems of the labor press in California to convene for discussion of matters of interest.

The Workers Education Conference, inaugurated in the spring of 1950, has become an annual meeting for the discussion and review of

developments in the field of workers education. Attended by representatives of labor, the public schools, government, and the universities, the conferences have presented workers education material drawn from many parts of the country, and have stimulated further activity in the field by unions and by the school system and universities.

A Summer Institute for the International Chemical Workers Union, AFL, has been held in 1951 and 1952, and is planned as an annual event. Officials and members of the union have met for a one-week period for intensive discussion of current problems.

At all of these conferences a high level of interest has been maintained throughout. Statements of both labor and industry participants as to the benefit derived justify the Institute in viewing such resident institutes as one of the most important parts of its community relations program.

### Popular Pamphlets

A significant phase of Institute research is its dissemination to the widest possible audience. Technical monographs and journal articles are of necessity addressed to a limited group. A popular pamphlet program has been established on a state-wide basis to reach out to unions, management, high school and college students, and other groups with the results of Institute research.

These pamphlets are designed to analyze important problems of industrial relations in a brief, readable fashion. The University Press has devised an attractive format, and professional illustrating is employed. To date, eight pamphlets have been published.

*Collective Bargaining*, by Edgar L. Warren and Irving Bernstein

*Making Grievance Procedures Work*, by Abbott Kaplan

*Pensions Under Collective Bargaining*, by William Goldner

*Employing the Seriously Impaired*, by Robert D. Melcher

*Wages: An Introduction*, by H. M. Douty

*Strikes*, by William Goldner

*Hours of Work*, by William Goldner

*Productivity*, by Peter Steiner and William Goldner

Other pamphlets are in preparation.

The pamphlets are sold at a moderate price with a graduated scale to encourage quantity orders. The sales response thus far has been entirely satisfactory. Orders are regularly received from all over the country and from abroad. Buyers include colleges, high schools, public libraries, the armed services, business firms, and unions. Pamphlets have been sold in England, Canada, France, Belgium, Austria, Germany, Japan, Sweden, Puerto Rico, and Hawaii.

## PART III. PROGRAM OF THE NORTHERN DIVISION

### RESEARCH PROGRAM

THE RESEARCH program of the Northern Division has been conducted in accordance with a number of basic principles recommended and approved by the Faculty Advisory Committee:

1. The topics should be of long-term as well as of contemporary interest. As a part of the University, the Institute will make its greatest contribution to the community by confining its research effort as closely as possible to basic problems of permanent significance. For this reason the Institute initiates its own research program and does not provide research service, either on general or specific request, to serve the program of private or public bodies.

2. The source material should be primarily regional but the subjects should be of more general interest. The Pacific Coast is a particularly rich area for industrial relations research because of the long history of collective bargaining, the variety of bargaining patterns, and the relative dearth of previous research. While taking advantage of West Coast materials, the Northern Division has endeavored to address itself to significant questions and to achieve a unified and coherent program of research rather than a congeries of unrelated surveys.

3. The subjects chosen should, as far as possible, lend themselves to analytical and historical treatment. The Institute has avoided the collection of statistical and other factual material for its own sake in the belief that other agencies are better equipped to perform this function.

4. The individual studies should be additive, to the extent possible, and should constitute sections of more general projects. Originally the various research studies were grouped into three general areas: collective bargaining in Pacific Coast industries, the structure and operation of Pacific Coast labor markets, and wage policies and wage structures. Subsequently four additional areas of study were added. We believe strongly that the research program will justify itself only if additive results are achieved over and above what would be accomplished by the unrelated efforts of individual scholars.

5. An effort is made to develop projects which will draw on the special insights and methodologies of more than one discipline. It has been clear from the outset that although most of the earlier industrial relations research was conducted within the field of economics, no single discipline by itself has adequate tools and insights to attack the central

questions involved. Our research staff has therefore been expanded in recent years to include persons trained in social psychology, industrial sociology, and political science, as well as in economics and business administration.

### **Published Research**

Most of the Northern Division's research output has been published by others and is available in the form of reprints. This subjects the work of the Institute to external judgment and results in quicker and wider distribution of research products. Studies published up to November 1, 1952, are as follows:

#### **MONOGRAPHS:**

1. *Wages in California: War and Postwar Changes*, by Nedra Bartlett Belloc (1948). A separate Supplement brings the data in this monograph through 1950.
2. *Trade Union Wage Policy*, by Arthur M. Ross (1948).
3. *The Labor Force in California, 1900-1950*, by Davis McIntyre (1952).

#### **REPRINTS:**

1. *Collective Bargaining on the Pacific Coast*, by Clark Kerr (1947)
2. *The Trade Union as a Wage-Fixing Institution*, by Arthur M. Ross (1947)
3. *Economic Analysis and the Study of Industrial Relations*, by Clark Kerr (1948)
4. *The Dynamics of Wage Determination under Collective Bargaining*, by Arthur M. Ross (1948)
5. *The Influence of Unionism upon Earnings*, by Arthur M. Ross (1948)
6. *Factors in Achieving Industrial Harmony*, by Clark Kerr (1948)
7. *Multiple-Employer Bargaining: The San Francisco Experience*, by Clark Kerr and Lloyd H. Fisher (1948)
8. *What Is Responsible Wage Policy?* by Arthur M. Ross (1948)
9. *Causes of Industrial Peace under Collective Bargaining: A Study of Crown Zellerbach and the Pacific Coast Pulp and Paper Industry*, by Clark Kerr and Roger Randall (1948)
10. *The Price of Union Responsibility*, by Lloyd H. Fisher (1948)
11. *Employer Policies in Industrial Relations, 1945-47*, by Clark Kerr (1949)
12. *Multiple-Employer Bargaining in the Pacific Coast Pulp and Paper Industry—an Instrument of Industrial Peace*, by Clark Kerr and Roger Randall (1948)
13. *The Overtime Issue*, by F. Theodore Malm (1948)
14. *The General Motors Wage Agreement of 1948*, by Arthur M. Ross (1949)
15. *Conflict on the Waterfront*, by Clark Kerr and Lloyd H. Fisher (1949)
16. *Social and Economic Implications of Private Pension Plans*, by Clark Kerr (1949)
17. *The Perspectives of Elton Mayo*, by Reinhart Bendix and Lloyd H. Fisher (1950)

18. The Short-Run Behavior of Physical Productivity and Average Hourly Earnings, by Clark Kerr (1950)
19. Causes of Industrial Peace under Collective Bargaining: A Study of Lockheed Aircraft Corporation and International Association of Machinists, by Clark Kerr and George Halverson (1950)
20. Use of Tests in Employee Selection, by Mason Haire (1950)
21. Effect of Environment and Administration on Job Evaluation, by Clark Kerr and Lloyd H. Fisher (1950)
22. Forces Affecting the Interindustry Wage Structure, by Arthur M. Ross and William Goldner (1950)
23. The New Industrial Pensions, by Arthur M. Ross (1950)
24. Labor Agreements in the West Coast Fishing Industry: Restraint of Trade or Basis of Industrial Stability? by Roger Randall (1950)
25. Labor Markets: Their Character and Consequences, by Clark Kerr (1950)
26. A Theory of Interindustry Wage Structure Variation, by Joseph W. Garbarino (1950)
27. Labor-Force Participation and Employment Opportunities for Women, by Nedra Bartlett Belloc (1950)
28. The Productivity Ratio: Some Analytical Limitations on Its Use, by Peter O. Steiner (1951)
29. Labor and Commercial Arbitration under the California Arbitration Statute, by Sam Kagel (1951)
30. Perceptual Defenses: Processes Protecting an Organized Perception of Another Personality, by Mason Haire and Willa Freeman Grunes (1951)
31. The General Level of Money Wages, by Melvin W. Reder, with a Note on Unionism and the General Wage Level, by Joseph W. Garbarino (1951)
32. Strike Experience in Five Countries, 1927-1947: An Interpretation, by Arthur M. Ross and Donald Irwin (1951)
33. Collective Bargaining and Common Sense, by Arthur M. Ross (1951)
34. The Harvest Labor Market in California, by Lloyd H. Fisher (1952)
35. Social Status and Social Structure: A Re-examination of Data and Interpretations, by Seymour M. Lipset and Reinhard Bendix (1952)
36. Trade Union Structure and Private Pension Plans, by William Goldner (1952)
37. Wage Differentials in Pacific Coast Longshoring, by F. Theodore Malm (1952)
38. Social Mobility and Occupational Career Patterns, by Seymour M. Lipset and Reinhard Bendix (1952)
39. Collective Bargaining in Postwar Germany, by Clark Kerr (1952)
40. The Scandinavian Labor Movement, by Walter Galenson (1952)
41. The Theory of Union Wage Policy, by M. W. Reder (1952)
42. Democracy in Private Government: A Case Study of the International Typographical Union, by Seymour M. Lipset (1952)
43. Governmental Wage Restraints: Their Limits and Uses in a Mobilized Economy, by Clark Kerr (1952)
44. Social Stratification and Political Power, by Reinhard Bendix (1952)
45. Arbitration in the San Francisco Hotel and Restaurant Industry, by Van D. Kennedy (1952)



### **Present Orientation of the Research Program**

The research undertakings of the Northern Division which are currently in progress or projected for the immediate future can be grouped conveniently into seven categories:

1. Labor market studies
2. Wage structures and wage analysis
3. Collective bargaining systems and processes
4. The internal government of private associations
5. Perspectives and perceptions in the industrial community
6. The aging population
7. Industrialization and comparative labor movements

Within each of these categories a series of studies is now under way. Some are in the planning stage; others are nearing completion. Some are being conducted by individual staff members, others by groups. Some utilize the concepts and methods of one discipline; others are interdisciplinary. Although the research program of the Northern Division is thus not bound to any single subject or pattern, it does envisage a theme. It seems to us that the industrial period is characterized by an increasing substitution of group decision for individual decision. The small entrepreneur has given way, if not in number certainly in importance, to the large corporation; the individual worker to the trade union; the government as rule maker to the government as decision maker and planner; the "natural" labor market to the "institutional" labor market. Primary importance therefore attaches to the determinants and consequences of group decisions. It is here that we look for the opportunity to conduct significant research which is both interdisciplinary in character and cumulative in effect. In our labor market studies, for example, particular attention has been directed toward the policies designed and enforced by labor and management organizations governing the distribution of job opportunities in an institutionally controlled market. Analysis of wage determination must take account of the persistent tendency toward rational organization in sufficient strength to achieve a degree of mastery over the forces of the market. Such recognition implies no disparagement of wage theory as such, but only requires that organizational aims and policies be given more substantial weight in theoretical "models" of wage determination. Again, the consequences of aging are in large part the results of well-founded or ill-founded decisions by strategically placed groups in society. Therefore the central object of our research in this field is to examine the position of the aging, to assess the various policies of exclusion and rejection which govern life

chances after middle age, and to explore the consequences of these policies both for the individual and society.

### **Institute Library**

Inasmuch as a great deal of material on industrial relations is available in the University Library, the Northern Division has made no effort to build up a complete library of its own. Instead our purpose has been to develop a relatively small, specialized collection with emphasis on current and frequently used periodicals, pamphlets, and bibliographic material not available elsewhere on campus. Aside from certain standard titles and basic reference books in the field which are being acquired as rapidly as funds permit, the Institute's library collection consists primarily of selected periodicals; certain union, management, and government publications; monographs and reprints of other research organizations; arbitration proceedings and decisions; and bibliographies.

The services of a professional librarian were secured in September, 1948, although acquisition of library materials had begun somewhat earlier. In the spring of 1950 the library moved into larger quarters which provide reading space for the use of staff, students, and outside guests.

The Pacific Coast Labor Market Committee of the Social Science Research Council has encouraged five universities on the Coast to work out a division of labor in collecting material on industrial relations, with provision for interlibrary loans. Under these arrangements the Northern Division is building up special collections in the following fields: (1) arbitration materials from the eleven western states; (2) employer association publications; (3) union publications from Northern California; and (4) material on industrial relations in Hawaii. The arbitration collection now includes approximately 2,000 cases, which are summarized and classified by industry, union, arbitrator, and issues involved.

## **CURRICULUM**

As noted above, the Institute's policy has been to avoid duplication with other University agencies. The Institute's role in curricular matters has been to coordinate the campus offerings in the field of industrial relations, primarily through the medium of the Faculty Advisory Committee, and to encourage the social science departments to make desirable expansions in their curricula. Such expansions have been governed by two major criteria. The first is that University courses in the field should be predominantly nonvocational. The number of vocational opportunities is not large, but the pervasiveness of unionism and collective bargaining and the increasing intervention of the government in labor-

management relations make every citizen a party at interest. And the more complex industrial relations become, the greater is the citizen's need for understanding and information. It is therefore entirely fitting that courses in industrial relations are elected by a much larger body of students than is likely to make professional use of them. For these reasons most of the courses are designed to provide a broad orientation in concepts, issues, and problems, rather than specific vocational skills.

Second, it is our viewpoint that no single discipline has any monopoly on wisdom and understanding in this field of study. Industrial relations are social relations in the most all-embracing sense and make full demands on all the social sciences. Thus the courses in industrial relations are scattered widely through six departments. There are several major programs of study in these departments within which students may elect a partial concentration of work in industrial relations. In addition, an undergraduate, interdepartmental "group major" program in industrial relations has been established in the College of Letters and Science. The purpose of this program is to give students a broad, non-technical understanding of the problems of employees and workers, the role of enterprises and unions in our society, and the nature and implications of union-management relationships.

Departmental curricula now include the following relevant courses:

**Business Administration**

- Industrial Relations
- Personnel Administration
- Collective Bargaining Systems
- Labor Law
- Seminar in Collective Bargaining
- Managerial Policies and the Labor Factor
- Seminar in Industrial Relations

**Economics**

- Labor Economics
- Labor Economics: American and Foreign Labor Movements
- Problems of Poverty
- Social Insurance
- Advanced Labor Economics
- Seminar in Labor Economics

**Mechanical Engineering**

- Time and Motion Study
- Wage Incentives and Job Evaluation

**Political Science**

Pressure Groups and Political Power  
 Public Personnel Administration  
 Seminar in Public Personnel Administration

**Psychology**

Social Psychology  
 Personnel and Industrial Psychology  
 Human Relations in Industry  
 Attitudes and Perception in the Industrial Society

**Sociology**

Social Problems of Large Scale Organizations  
 Social Stratification  
 The Community and Modern Industry  
 Collective Behavior

An endeavor has also been made, through consultation with the several teaching departments, to review the content of each course in order to determine what material, if any, is being duplicated or not given at all. Course sequences have also been studied to ascertain in what combinations and in what order the courses might best be undertaken by students. Much of the information concerning course offerings and degree requirements has been brought together in a curriculum handbook, which is described below.

**GUEST SPEAKERS**

The Northern Division has been instrumental in bringing outstanding representatives of industry, labor, and the public to address classes in industrial relations on the Berkeley campus. A partial list of outside speakers who have visited the campus in recent years is as follows:

Gabriel Alexander, Impartial Umpire, General Motors Corporation and the United Automobile Workers, CIO  
 Robert S. Ash, Secretary, Central Labor Council of Alameda County  
 George O. Bahrs, General Counsel, San Francisco Employers' Council  
 Philip Bancroft, President, Associated Farmers of California  
 Howard Barr, Training Director, Columbia Steel Company  
 Wallace F. Bennett, then President, National Association of Manufacturers  
 George Berry, then President, International Printing Pressmen's Union  
 Roy Brewer, International Association of Theatrical Stage Employees  
 Albert Brundage, Attorney at Law  
 Earl Bunting, then President, National Association of Manufacturers

Arnold Campo, then International Representative, United Steelworkers of America

Ewan Clague, United States Commissioner of Labor Statistics

Jeffery Cohelan, Secretary-Treasurer, Milk Drivers' and Dairy Employees' Union

W. W. Davisson, Vice-President, Standard Oil Company of California

• Hervey deBivort, International Labor Organization, Geneva

Dale Douglass, then Plant Manager, Chevrolet-Oakland, General Motors Corporation

Robert E. Drury, then Labor Relations Supervisor, Dodge San Leandro, Chrysler Corporation

Frank Fenton, then Director of Organization, American Federation of Labor

Frank Foisie, Health and Welfare Consultant to the Sailors' Union of the Pacific

William Gomberg, Director, Industrial Engineering Department, International Ladies' Garment Workers' Union

Mrs. Frances Greenwood, Research Director, United Employers, Inc.

Robert R. Grunsky, Managing Director, California Metal Trades Ass'n.

Gordon Husom, Economic Attaché, British Embassy

George W. Johns, Secretary-Treasurer, San Francisco Labor Council

Sam Kagel, Attorney and Arbitrator

Robert Leffman, Safety Director, Cutter Laboratories

William M. Leiserson, Arbitrator and Author

Richard Liebes, Director, Bay District Joint Council of Building Service Employees, No. 2

Robert Littler, Attorney at Law

Jennie Matyas, Vice-President, International Ladies' Garment Workers' Union

Ira Mosher, then President, National Association of Manufacturers

Roger Randall, Secretary, San Francisco Division, Inland Boatmen's Union of the Pacific

J. R. Robbins, then at U. S. Embassy, Stockholm

Almon E. Roth, then Director, San Francisco Employers' Council

Paul St. Sure, Attorney at Law

H. L. Samuelson, Personnel Manager, Standard Oil Company of California

Ralph Seward, Impartial Umpire, General Motors Corporation and the United Automobile Workers, CIO

Boris Shishkin, Research Director, American Federation of Labor

John F. Shelley, then President, California State Federation of Labor

Raymond Smardon, Staff Negotiator, Distributors' Association of Northern California

Dwight Steele, President, Hawaii Employers' Council

Mrs. Margaret Thal-Larsen, Regional Labor Market Analyst, California State Department of Employment

R. C. Thumann, then Manager, United Employers, Inc.

## **Student Services**

Through its association with industry and labor groups outside the University, its working relations with departments on the campus, and

its own programs, the Institute has an opportunity to be of assistance to students who are specializing in the field.

The provision of research assistantships for graduate students has already been described in a preceding section of this report.

While the Institute does not operate an employment service, it does cooperate with the Bureau of Occupations in helping students find positions in the industrial relations field. Students may obtain assistance in preparing biographical data for presentation to prospective employers, and the Institute endeavors to maintain a current file of students who are seeking positions. The Institute also makes available to students information regarding industrial training programs, civil service examinations, and graduate scholarships.

The Institute library is open to students, and the ready accessibility of its bibliographies, periodicals, and documentary materials is very helpful to students who are doing research or preparing special class assignments in this field.

The Institute was instrumental in getting the University Library to set up and maintain on a current basis a central inventory of all graduate research theses in industrial relations submitted on the Berkeley campus from all relevant departments.

Members of the Institute staff have cooperated closely with the Student Chapter, Industrial Relations Research Association (IRRA), which was established early in 1949. Periodic afternoon coffee hours are sponsored jointly by the Institute and the IRRA, providing an opportunity for undergraduate and graduate students to meet informally with faculty members and visiting speakers. In addition, occasional informal seminar meetings are held with invited representatives of management, unions, and government agencies. The IRRA has been asked to designate student representatives to meet with the Administrative Policy, Student Service, Library, and Curriculum Committees of the Institute.

A Curriculum Handbook has been prepared as a guide to course work and other activities in the industrial relations field. It discusses employment opportunities, describes the various undergraduate and graduate programs of study, explains the Institute's program and facilities, and includes a complete listing of courses in the field with descriptions of course content and reading materials.

Staff members of the Institute have been called upon by students for counseling on jobs, course programs, research problems, and other matters of student concern.

## COMMUNITY RELATIONS PROGRAM

In addition to those state-wide conferences, lecture series, and summer institutes presented jointly with the Southern Division, the Northern Division has a continuing program of community service to labor, management, government, and the general public. Listed below are some of the more important activities which the Institute has arranged or participated in since 1947. Many of these programs have been sponsored in cooperation with other University departments, University Extension, and public school systems such as the San Francisco Unified School System, the Oakland Public Schools, and Contra Costa Junior College.

### **General Programs:**

Institute on Industrial Accident Prevention, February, 1948.

Cooperated in presenting the Third Bay Area Institute on World Trade, May, 1948.

Institute on "Employment of the Physically Handicapped," October, 1948.

Lecture by Dr. Shichiro Matsui, Director, Labor Research Institute, Doshisha University, Kyoto, Japan, on "The Labor Movement and Labor Legislation under the Occupation," October, 1948.

Institute for the Clergy on "Requirements of Industrial Peace," October, 1948.

Lecture by Paul H. Douglas, then U. S. Senator-elect from Illinois, on "The Future Role of Political Parties in the Formulation of National Policies," December, 1948.

Institute on "Problems of the Aging Population," February, 1949.

Institute on "The Economic Condition of the Nation," co-sponsored with the Teaching Institute of Economics, presented in Sacramento, February, 1949.

Conference on "The Press and Industrial Relations," May, 1949.

Classes in "Collective Bargaining and Industrial Relations," for students in the Hotel and Restaurant Division, City College of San Francisco, May-June, 1949.

Institute on "Motion and Time Study," May, 1949.

Conference on "Atomic Energy," November, 1949.

Institute on "Work Simplification," January, 1950.

Conference on "International Cooperation for World Economic Development," March, 1950.

Lecture by Professor Barbara Wootton, London School of Economics, on "Nationalization of British Industries: Policy and Practical Problems," January, 1951.

Industrial Engineering Institute, February, 1951.

Lecture by M. R. Masani, Member of the Parliament of India and Chairman, United Nations Sub-Commission for Prevention of Discrimination and Protection of Minorities, on "Industrial Relations in India," October, 1951.

Lecture by Heinz Umrath, Economist, Lecturer, and Research Officer of the General Dutch Building Workers' Union, on "How European Labor Sees Us," April, 1952.

Lecture by Nathan P. Feinsinger, then Chairman, National Wage Stabilization Board, on "How the National Wage Stabilization Board Handled the Steel Case: An Appraisal," May, 1952.

Lecture by Colin Clark, Consulting Economist, Australia, and Director of the Institute of Agricultural Economics, Oxford University, England, on "Private Investment in Economic Development," in cooperation with University Extension and the Teaching Institute of Economics, October, 1952.

### **Programs for Management:**

Co-sponsored conference on "New Frontiers in Training," with California Training Directors Association, May, 1948.

Management research personnel meeting, October, 1948, held also in 1949 and 1951.

Monthly meetings of the Industrial Relations Round Table Seminar, in cooperation with the California Metal Trades Association, a continuing program begun in 1948.

Conducted program of "Supervisory Training for Office Personnel," in cooperation with the State Farm Insurance Company, April-June, 1949.

Series of "Classes for Management," given in cooperation with the California Manufacturers' Association and Business Administration Extension. Twelve sessions on "Labor Relations for Supervisors" at Columbia Steel Company, Pittsburg, in cooperation with Contra Costa Junior College, November, 1949 and Spring, 1950.

Monthly meetings of the Human Relations Seminar, a discussion group meeting in San Francisco monthly, started in January, 1950, and continuing to the present.

Co-sponsored "Training Seminar for Management," with the California Metal Trades Association, San Francisco, January-May, 1950.

Five sessions on "Dynamics of Group Leadership," given in cooperation with the Salinas Evening School and management groups in Salinas, March-April, 1950.



Monthly meetings of the "Supervisors' Forum," in February, 1951, and continuing up to the present.

"Management Conference on Mobilization Problems," presented in cooperation with United Employers, Inc., Oakland, March, 1951.

"Bay Area Management Looks at Its Problems," a management conference presented in cooperation with United Employers, Inc., Oakland, April, 1952.

Series of four workshops on "Training Techniques," presented in cooperation with the California Training Directors Association, April-May, 1952.

### **Programs for Government Agencies:**

Institutes for Social Insurance Employees' Association, 1948, 1949, 1950.

"Fleet Supervisors' Training Course," August, 1948.

Four lectures for supervisory personnel at Oak Knoll Naval Hospital, Oakland, January-February, 1950.

Supervisory training classes on "Labor Relations for Line Supervisors," for Veterans Administration Hospital, Livermore, April-July, 1950.

Classes in "Human Relations," for civilian personnel at Oakland Naval Supply Depot, September-December, 1950.

Series of fifteen "Management Lectures for Naval Personnel," given for Oakland Naval Supply Depot, February-May, 1951.

Monthly discussion meetings for Federal Mediation and Conciliation Service, San Francisco, beginning in October, 1950, and continuing to the present.

Series of six lectures on "Management in Government," given for the U. S. Marine Corps San Francisco Supply Depot, February-June, 1952, and a similar series, August-December, 1952.

### **Programs for Labor:**

#### *American Federation of Labor:*

Classes in "Problems in Industrial Relations," for Milk Wagon Drivers' and Dairy Employees' Union, Local 302, November, 1947-February, 1948.

Seminar for Western Federation of Butchers on "The Methods and Problems of Trade Unions," January, 1948.

Classes on "Labor Relations and Labor Legislation," for San Francisco Labor Council, February–April, 1948.

Classes in "Union Leadership," for the International Ladies' Garment Workers' Union, April–June, 1948.

Institute on "Social Security and Health and Welfare Plans," for San Francisco Labor Council, August, 1948.

Institute for Cannery Workers' Union, Local 679, on "Labor Relations and Labor Legislation," San Jose, November, 1948.

Classes on "Union Leadership," for the International Ladies' Garment Workers' Union, February–April, 1948.

Classes on "Labor Economics and Labor Legislation," for San Francisco Labor Council, in cooperation with the San Francisco Unified School System, April–May, 1949. Similar series were presented in the Fall of 1949 and Spring of 1950.

A series of four sessions on "Labor Leadership," given in cooperation with Fresno State College and Fresno AFL unions, November–December, 1949.

Series of weekly classes in "Labor Law and Collective Bargaining," for unions affiliated with the Contra Costa Central Labor Council, Spring and Fall, 1950.

Three sessions on "The Far Eastern Situation and What It Means to America," "Social Security After 15 Years," and "Health and Welfare Plans," for union officials affiliated with the San Francisco Labor Council, August–November, 1950.

Series of classes for Central Labor Council of Alameda County in "Economics for the Business Agent," "Political Science," and "160 Years of American Labor," October, 1950–May, 1951.

Classes on "Labor History," "Duties of Stewards," and "Labor Legislation," given for the Stewards' Council, Carpenters Union, March–May, 1951.

Series of eight meetings of the "Machinists' Forum," in cooperation with the International Association of Machinists, November, 1951–March, 1952.

Series of "Stewards' Training Classes" for Sugar Refinery Employees' Union, No. 20037, Crockett, November, 1951–January, 1952.

Series of classes for Stewards of the Hospital and Institutional Workers Union, Local 250, San Francisco, February–April, 1952.

Series of classes for Office Employees' International Union, Local 29, on "Labor History," "Consumer Economics," "Industrial Relations," and "Labor Legislation," September–October, 1952.

*Congress of Industrial Organizations:*

Weekend labor institute held for United Steelworkers of America, 1947, 1948, 1949.

Weekend labor institute held for United Automobile Workers, 1947, 1948, 1949.

Classes in "Problems in Industrial Relations," for the United Steelworkers of America, Berkeley and Pittsburg, January-February, 1948.

Weekend institute for Association of Communication Equipment Workers, August, 1949.

Classes in "Time Study and Wage Incentives," for the United Steelworkers of America, Local 1440, Pittsburg, January-February, 1950.

Classes in "Economics," for Oil Workers International Union, Locals 5 and 445, February-April, 1950.

Classes in "Labor Law and Collective Bargaining," for Oil Workers International Union, Locals 326 and 587, April-June, 1950.

Classes on "Dollars, Living Costs and You," for the United Automobile Workers, Local 844, October-December, 1950.

Classes in "Labor Law and Collective Bargaining," for Oil Workers International Union, Locals 5 and 445, October-December, 1950.

Classes in "Everyday Economics," for Oil Workers International Union, Local 326, January-February, 1951.

"Seminar in Labor Problems," for the Communication Workers of America, September-November, 1952.

**Joint AFL and CIO Programs:**

Dinner meetings for labor research personnel, held in 1949, 1950.

Classes in "Labor Law," for Contra Costa County AFL and CIO unions, January-April, 1952.

## THE CERTIFICATE PROGRAM IN INDUSTRIAL RELATIONS

Through University Extension, the Institute of Industrial Relations offers a course of study leading to the Certificate in Industrial Relations, which is available to all interested persons without regard to prior academic work.

The Certificate is awarded upon satisfactory completion of eight extension courses selected from offerings in class session or by correspondence. Arrangements may also be made to take certain of the exten-

sion courses included in the Certificate Program for credit toward the A.B. or B.S. degrees in regular University work.

Presently included in the program are the following courses:

Elements of Economics	History and Problems of the Labor
Economic History of the United States	Movement
The Nature of Culture	General Accounting
Social Reform Movements	Motion and Time Study
Community and Modern Industry	Wage Incentives and Job
Recent American Political Thought	Evaluation
Industrial Relations	Production Organization and
Personnel Administration	Management
Public Personnel Administration	Personnel and Industrial
Collective Bargaining Systems	Psychology
Labor Law	Labor Relations for Supervisors
Human Relations in Industry	Labor Economics
Economic Statistics	Business Organization
	Organization and Management
	Theory

In addition to course offerings, other services available to candidates for the Certificate include the facilities of the Institute Library and an opportunity to participate in special conferences and lecture programs sponsored by the Institute. An Industrial Relations Alumni Association has been established and is open to graduates of the Certificate Program. Regular meetings of the Alumni Association are held at which prominent guest speakers are featured for an evening's discussion. Dinner meetings for all those enrolled in the Certificate Program are held quarterly, and provide an opportunity for members of the group to keep abreast of the latest research and information in the field of industrial relations, to exchange experiences and information, and to maintain an association with the University faculty and Institute staff.

## PART IV. PROGRAM OF THE SOUTHERN DIVISION

### RESEARCH PROGRAM

THE RESEARCH program of the Southern Division has been predicated upon many of the principles espoused by the Northern Division. The Institute, with some exceptions, has initiated its own projects and has not sought to supply research services for unions, management, and public agencies. Attention has been given to both the specialized regional problems of Southern California and the more general industrial relations issues that face the nation at large. No effort has been made to duplicate or to supplant the statistics-gathering functions of state and federal departments. The interdisciplinary character of industrial relations is recognized, and diverse backgrounds have been drawn together in a variety of ways to meet the needs of particular projects.

During the past three years the research program of the Southern Division has been expanded through the aid of grants from four organizations outside of the University: the Senate Subcommittee on Labor-Management Relations, the Office of Naval Research of the U. S. Navy, the John Randolph Haynes and Dora Haynes Foundation, and the Social Science Research Council.

In June, 1950, the Senate Rules and Administration Committee authorized the Subcommittee on Labor-Management Relations to make grants from subcommittee funds to universities for the purpose of studying the labor injunction in state courts. Under one of these grants the Institute prepared a study of the use of injunctions in labor disputes in Los Angeles County, which has been published as part of the Report of the Subcommittee on Labor-Management Relations of the Committee on Labor and Public Welfare (S. Res. 140, 81st Cong., 1951).

Early in 1950 a long-range research program in the area of "Motivational Factors in Productivity" was instituted under the joint sponsorship of the Institute and the School of Business Administration. This program has been supported by the Office of Naval Research since September, 1951. The work is being done by the Human Relations Research Group of the Institute, an interdisciplinary team composed of people who have had advanced academic training and experience in the fields of industrial relations, economics, psychology, sociology, and anthropology. The main emphasis is on two broad problem areas: (1) the definition of objectives and the evaluation of their achievement in scientific organizations, and (2) the identification of leadership fac-

tors related to high or low productivity. Current work is being carried out in a local naval research and development laboratory.

Through a research grant from the Haynes Foundation, the Institute has undertaken a long-range project on the history of the labor movement in Los Angeles. It is based primarily on such original sources as commercial and labor newspapers, periodicals, manuscript collections, union records, and private interviews. The study will be published in two volumes. The first will cover the early days through the bombing of the *Los Angeles Times* in 1910; the second will bring the record up to date.

In cooperation with five other universities and the Social Science Research Council, the Institute conducted a survey of occupational mobility for the U. S. Department of the Air Force and the U. S. Bureau of the Census. Institute staff members prepared a comprehensive statistical description of the work force of Los Angeles and an analysis of some factors influencing industrial, occupational, and geographic mobility between 1940 and 1950.

Another special research study was undertaken by the Institute at the request of Actors' Equity Association, Chorus Equity Association, American Federation of Radio Artists, American Guild of Musical Artists, American Guild of Variety Artists, and Television Authority. In cooperation with Cornell University, a study was made of the problems involved in merging these organizations into one. A "blueprint" for five-branch merger was drafted and submitted to the organizations concerned as a basis for whatever action they might wish to take.

The results of Institute research are best evaluated by a reading of the studies themselves. They appear in three forms: books, reprints of journal articles and short monographs, and popular pamphlets (see section on state-wide programs).

### **Published Research**

#### **Books:**

*The New Deal Collective Bargaining Policy*, by Irving Bernstein (1950)

*Community Wage Patterns*, by Frank C. Pierson (1953)

*The Pacific Coast Maritime Shipping Industry, 1930-1948*, by Wytze Gorter and George H. Hildebrand (Vol. I, 1952; Vol. II in press)

#### **REPRINTS:**

1. The Use of Tests in American Industry, by John M. Lishan (1948)
2. The Mediation Process, by Edgar L. Warren and Irving Bernstein (1949)
3. The Employment Act of 1946, by Frank C. Pierson (1949)

4. Multi-Employer Bargaining: Nature and Scope, by Frank C. Pierson (1949)
5. Effects of the Taft-Hartley Act on Labor Relations in Southern California, by Frank C. Pierson (1949)
6. Statutory Regulation of Internal Union Affairs—I, by Benjamin Aaron and Michael I. Komaroff (1949)
7. Prospects for Industry-wide Bargaining, by Frank C. Pierson (1949)
8. The Manager Concept: A Rational Synthesis, by Robert Tannenbaum (1949)
9. Managerial Decision-Making, by Robert Tannenbaum (1950)
10. Statutory Regulation of Internal Union Affairs—II, by Benjamin Aaron and Michael I. Komaroff (1950)
11. Building-Trades Bargaining Plan in Southern California, by Frank C. Pierson (1950)
12. Protecting Civil Liberties of Members within Trade Unions, by Benjamin Aaron (1950)
13. The Maritime Shipping Industry of the Pacific Coast, 1930-1948: Some Preliminary Findings and Methodological Problems, by George H. Hildebrand and Wytze Gorter (1950)
14. Participation by Subordinates in the Managerial Decision-Making Process, by Robert Tannenbaum and Fred Massarik (1950)
15. The Arbitration Process, by Edgar L. Warren and Irving Bernstein (1950)
16. The Employment Multiplier in an Expanding Industrial Market: Los Angeles County, 1940-47, by George H. Hildebrand and Arthur Mace, Jr. (1950)
17. An Investigation of Attitudes toward Labor and Management by Means of the Error-Choice Method, I and II, by Irving R. Weschler (1950)
18. A Profile of Labor Arbitration, by Edgar L. Warren and Irving Bernstein (1951)
19. Labor Injunctions in Action: A Five-Year Survey in Los Angeles County, by Benjamin Aaron and William Levin (1951)
20. Evaluating Efficiency Rating Systems through Experiment, by Fred Massarik, Irving R. Weschler, and Robert Tannenbaum (1951)
21. Credit Controls and Fiscal Policy, by J. Fred Weston (1951)
22. Thirty-six Years of "National Emergency" Strikes, by Edgar L. Warren (1951)
23. Job Satisfaction, Productivity and Morale: A Case Study, by Irving R. Weschler, Murray Kahane, and Robert Tannenbaum (1952)
24. The Pressure Lever in Mediation, by Hugh G. Lovell (1952)
25. A New Management Tool: The Multi-Relational Sociometric Survey, by Irving R. Weschler, Robert Tannenbaum, and Eugene Talbot (1952)
26. Experimenting with Federal Efficiency Ratings: A Case Study, by Fred Massarik, Irving R. Weschler, and Robert Tannenbaum (1952)
- Unnumbered:* Who Should Be a Labor Mediator? by Irving R. Weschler (1950)  
The Personal Factor in Labor Mediation, by Irving R. Weschler (1950)  
Some Methodological Problems in Social Work Research, by Ernest Greenwood and Fred Massarik (1950)  
Problems in the Use of Indirect Methods of Attitude Measurement, by Irving R. Weschler (1951)

**Research in Progress**

In their current research, Institute staff members are concerned with various aspects of industrial relations—collective bargaining, the settlement of labor-management disputes, labor laws, the labor supply, personnel problems, productivity. Several long-term studies are well under way. A monograph on wage arbitration and the first volume of the history of the labor movement in Los Angeles, described above, are nearing completion. A number of chapters have been prepared for a book on the settlement of labor disputes.

Shorter studies are in various stages of preparation. An article on “Are Coal Strikes National Emergencies?” is ready for publication. Research is well advanced on studies of cycles of union growth and collective bargaining patterns in the motion picture industry. Work is under way on a study of legislative restrictions on make-work practices of unions. Other projects are being developed for probable publication as articles or short monographs.

The Human Relations Research Group is working on a series of studies: Leadership: A Frame of Reference; The Social System of a Laboratory; An Empirical Investigation of Performance Evaluation in a Research Setting; Empathic Understanding and Effective Group Leadership; and Sociometric Choice and Organizational Effectiveness: A Multi-Relational Approach. The group is also preparing annotated proceedings of a Conference on Research and Development, which it called to discuss the formulation of objectives and the criteria of evaluation of performance in a research organization.

**LIBRARY**

One of the first acts of the Director of the Southern Division in 1946 was the appointment of a librarian, who was charged with the responsibility of building a specialized library in industrial relations. Originally, the library was located in the Institute's quarters, and for the first three years it was severely handicapped by crowded conditions, insufficient personnel, and a limited budget. Nevertheless, it made rapid strides, growing at the rate of approximately 1,000 bound volumes a year and subscribing to several hundred serials. Its value both to the University and to the community was firmly established by its services to students, faculty, and the general public.

Early in 1949, the library was moved to permanent quarters in the new Business Administration-Economics Building, with fine accommodations and facilities to house the Institute collection and to care for



the many users of the joint departmental reading room. The library's holdings as of June 30, 1952, were 7,756 bound volumes and 451 periodicals. The latter include journals, government publications, research services, and 112 newspapers, of which the majority are labor papers. Many of the serials are gift subscriptions. Pamphletary and ephemeral materials flood in so rapidly that processing them is a major problem. Under a regional cooperative plan among West Coast university industrial relations organizations, the Institute library has assumed "acquisitions responsibility" for the publications of 113 unions, from which it receives journals, pamphlets, and convention proceedings.

In its new quarters the library is serving not only the Institute but also the School of Business Administration and the Department of Economics, and plans are under way to establish a reserve book service for students in these fields. During the academic year 1951-52, its circulation figure, representing the number of books, magazines, and other material charged out, reached 8,598. Requests from the community for information and assistance have also increased each year. The following are a few examples of outside organizations which have used the library: California CIO Council and Research Division, International Air Line Pilots Association, Oil Workers International Union, Los Angeles Newspaper Guild, Douglas Aircraft Company, Southern Counties Gas Company, Budget-Pac, Inc., American Potash and Chemical Company, and Los Angeles Department of Water and Power.

The Institute has published a pamphlet about the library for distribution in the community. However, its services cannot be publicized too widely because it is not at present equipped to handle large numbers of requests for information. Nevertheless, its value beyond the University has already been proved. Several groups in the community, for instance, have suggested that they be allowed to show their appreciation of the Institute's work by making donations to the library to aid in its collection of materials. President Sproul gave his approval of this proposal, and to date gifts have been received from the International Union of Operating Engineers, Locals 12 and 68; International Brotherhood of Electrical Workers, Local 47; Office Employees' International Union, Local 174; and Motion Picture Editors, Local 776.

These contributions have made possible the further development of a project initiated in the early days of the Institute—the microfilm collection of labor newspapers. This relieves the serious problem of storing backfiles. The library already has microfilm backfiles of approximately forty-eight newspapers, and future issues on microfilm are on order from the Wisconsin State Historical Society. Current issues, of course,

remain available on the library's shelves. It is planned to expand this project to build up microfilm files, not only of labor newspapers, but also of historical records of the labor movement in Southern California. A microfilm reader has recently been added to the library's facilities.

## CAMPUS INSTRUCTION

Participation of the Institute in the field of campus instruction has steadily increased, both in number of staff members who are teaching courses and in the development of a rounded curriculum in industrial relations. Nine members of the staff now hold joint appointments or lectureships with academic departments, and it is hoped to extend such arrangements to other departments and thus provide a closely integrated program in the field for the University as a whole. The following courses related to industrial relations, many given by Institute staff members, are or have been offered:

### **Anthropology and Sociology**

Industry and Society

### **Business Administration**

Elements of Personnel Management

The Management of Employee-Group Relations

Labor Markets and Wage Structures

Managerial Adjustments to Labor Law

Motion and Time Study

Graduate Seminar in the Management of

Individual-Employee Relations

Graduate Seminar in the Management of

Employee-Group Relations

### **Economics**

Labor Economics

Labor Law and Legislation

Collective Bargaining

History and Problems of the Labor Movement

Social Insurance

Graduate Seminar in Wage Theory and Wage Policies

### **Education**

Social and Civic Foundations of Education

Studies in Adult Education

### **Political Science**

Public Personnel Administration

## **Psychology**

Personnel Psychology

Industrial Psychology

Occupational Counseling and Job Classification

Graduate Course in Commercial and Industrial Psychology

The Institute Director has appointed a committee to study the problems of a specialized curriculum in industrial relations. In addition to regular courses, graduate research assistantships, described in the introduction to this report, offer valuable opportunities for training to a selected group of advanced students.

## **Guest Speakers**

Course instruction has been supplemented by special addresses presented by prominent people from outside the University. These have been given both for individual classes and for the student body as a whole. Representatives of labor, management, and the public who have spoken on campus under Institute auspices (in addition to the public lectures sponsored by both divisions) include:

Gabriel Alexander, Impartial Umpire, General Motors Corporation and United Automobile Workers, CIO

John Allard, International Representative, United Automobile Workers, CIO

Irving Bluestone, in charge of arbitration cases for United Automobile Workers, CIO, under General Motors contract

Alfred Bonne, Chairman, Economics Department, Hebrew University, Jerusalem

Earl Bunting, then President, National Association of Manufacturers

Ewan Clague, United States Commissioner of Labor Statistics

J. Curtis Counts, Counsel, Douglas Aircraft Company

Richard Deverall, Representative of the Free Trade Union Committee of the AFL for South East Asia

Channing R. Dooley, Training within Industry Foundation, Summit, New Jersey

Howard Durham, Regional Director, Federal Mediation and Conciliation Service

Mrs. Crum Ewing, British Conservative Party

N. Henry Gellert, President, Seattle Gas Company

John Gibson, former Assistant Secretary of Labor

William Gomberg, Director, Industrial Engineering Department, International Ladies' Garment Workers' Union

A. R. Heron, Vice-President, Crown Zellerbach Corporation

Leo Kotin, Commissioner, Federal Mediation and Conciliation Service

Cyrus Majd, Advisor of Minister of Labor, Teheran, Iran

Harry Malcom, Commissioner, Federal Mediation and Conciliation Service

Ernest P. Marsh, Special Representative, Federal Mediation and Conciliation Service

Wayne L. Morse, U. S. Senator from Oregon

Ira Mosher, Board of Directors, National Association of Manufacturers

Ben Nathanson, International Representative, Los Angeles Newspaper Guild

Roger L. Putnam, Chief, Economic Stabilization Agency

Arthur M. Ross, Wage Stabilization Board, Washington, D.C.

D. K. Sanyal, Head of Department of Social Work, University of Calcutta

Ralph Seward, Umpire, United States Steel Corporation and United Steelworkers, CIO

Ross Sherer, U. S. Bureau of the Budget

E. D. Starkweather, Director of Industrial Relations, North American Aviation, Inc.

Morgan Thomson, Editor, *Forward*, Glasgow, Scotland

Sharp Whitmore, Attorney

## COMMUNITY RELATIONS PROGRAM

In addition to its research and campus activities, the Southern Division has, through the facilities of University Extension, developed an extensive community services program throughout the southern part of the state. The objectives of this program are to aid in the development of well trained leadership in management and labor organizations, to create better understanding between labor and management, and to develop a more informed and intelligent citizenry in the area of industrial relations. Both formal and informal methods have been employed to achieve these objectives. Discussion groups and seminars have been established in plants and union halls. Resident institutes have been utilized with considerable success. Special discussion guides and visual materials have been developed to increase the effectiveness of the programs.

The extension services include management programs, labor programs, and services to the public.

### **Management Programs**

The Institute has developed a variety of programs designed especially for management groups. Resident summer management conferences have been held every year since 1949. These are sponsored jointly with the Northern Division and have been described earlier in this report. Attended by top-level representatives of California industry, these conferences have become a major project, involving long-term preparation of discussion materials and utilization of the full resources of the Institute.

Another regularly scheduled activity of the Institute, in cooperation with the School of Business Administration, takes the form of training conferences for individuals at various managerial levels. The fall of 1952 saw the Seventh Seminar on Personnel Management and Industrial Relations (for higher managerial personnel) and the Fifth Seminar on Management for Upper Level Supervisors. Ten weekly sessions are held on campus each semester in the late afternoon and evening, including a dinner meeting. Attendance is limited to thirty-five persons in order to maintain the seminars as effective discussion groups. Representatives of many companies in the Los Angeles area have participated in these training conferences. In 1951 a similar Seminar on Management for Upper Level Supervisors was instituted in San Diego.

Early in the development of the community relations program, it was found that regular extension classes could profitably be supplemented by short-unit courses designed specifically to meet the needs of management and offered right in the plant. In-plant courses have been given, for example, at North American Aviation, Inc. and Lockheed Aircraft Corporation. This type of program has been utilized widely by the U. S. Navy in Southern California. Three series of training conferences have been held at each of the following installations: the Pasadena Annex of the Naval Ordnance Test Station, the U. S. Naval Air Missile Test Center at Point Mugu, and the U. S. Civil Engineering and Engineering Laboratory at Port Hueneme. The discussions cover such subjects as "Human Factors in Management," "Theory and Problems of Supervision," and "Management Problems of Executives." Similar seminars for administrative personnel have also been set up at the Naval Electronics Laboratory in San Diego and the Naval Ordnance Test Station at Inyokern.

A fourth type of management program is the one or two-day institute arranged for particular groups in Southern California and often sponsored jointly with the School of Business Administration. Several of these conferences have become established on an annual basis—for example, the Third Annual Furniture Manufacturers Conference was held in 1951 and the Fourth Industrial Engineering Institute, in cooperation with the School of Engineering, in 1952. Others have included an institute for the National Association of Foremen and a Conference of Research Administrators. A variation of this kind of program was an Institute on Emergency Government Controls held with the Junior Bar Association in a series of seven evening meetings. In addition, dinner or luncheon meetings have been arranged with personnel and training associations to present visiting speakers from the East.

**Labor Programs**

The Southern Division has developed cordial cooperative relations with labor groups in the community since the very beginning of its operations. Many conferences and institutes have been arranged for both AFL and CIO unions—among them, the United Rubber Workers, the United Packinghouse Workers, the International Brotherhood of Electrical Workers, the International Ladies' Garment Workers' Union, the Communications Workers, the San Bernardino Central Labor Council, the Hollywood AFL Film Council, the American Federation of Teachers, and the International Air Line Pilots Association. The Culinary Workers and the Operating Engineers have each had two annual institutes. The Steelworkers have held six conferences under Institute auspices; since 1950 their sessions have been sponsored by both divisions of the Institute. This resident institute and the annual summer labor institute of the State Federation of Labor have been described in the section on state-wide programs. For the past two years the two divisions have also arranged a summer resident conference for the Chemical Workers Union.

In addition to these resident institutes and programs for individual unions, the Institute has brought together representatives of different unions for discussion of common interests and problems. Since 1950 three two-day Workers Education Conferences have been held; in 1951 and 1952 they were attended by some 120 education directors of both the AFL and the CIO. Three Labor Press Institutes have been arranged with the State Federation of Labor for editors and staff members of labor newspapers in California. These are annual state-wide programs in which the Northern Division cooperates.

Institute staff members frequently act as consultants and discussion leaders for programs sponsored by various labor groups. Examples are the International Ladies' Garment Workers' Union resident labor institutes held annually at Uplands, the United Auto Workers Western Conference on Discrimination, and an institute of the United Rubber, Cork, Linoleum and Plastic Workers. Each year the Assistant Director in charge of labor programs takes an active part in interstate labor conferences held at the University of Montana.

To meet the needs of union officials and members who desire more sustained training in industrial relations, the Institute has organized a comprehensive program of short-unit courses offered in union halls. AFL unions, the CIO, and the IAM have all taken advantage of this opportunity to further the education of their members. The Los Angeles Cen-

tral Labor Council ran a series of classes for business agents; the Greater Los Angeles CIO Council presented two series for its officials in the Long Beach area. Many of the unions repeat short courses annually and also have developed longer series covering several months. For example, the Institute has arranged a full year's program for the International Ladies' Garment Workers' Union, in cooperation with its Education Department, to discuss economics, labor history, and grievance procedures.

Other labor groups which have participated in short-unit courses include the following:

Costumers Union, IATSE	Pasadena Central Labor Council
International Association of Machinists	Retail Clerks
International Brotherhood of Teamsters	San Bernardino Central Labor Council
International Chemical Workers Union	San Diego Federated Trades Council
Los Angeles Newspaper Guild	United Steelworkers of America
Oil Workers International Union	Upholsterers' International Union

Since the fall of 1951 the Institute has been expanding its work in the labor education field through a continuing grant from the Fund for Adult Education of the Ford Foundation. This grant has been made to the Inter-University Labor Education Committee, of which the Director of the Southern Division of the Institute is chairman. This committee is made up of representatives of the following eight universities and the AFL and CIO: Cornell University, Pennsylvania State College, Rutgers University, the University of Chicago, Roosevelt College, the University of Illinois, the University of Wisconsin, and the University of California, Los Angeles. The committee was organized to introduce such subjects as world affairs, community participation, and economic understanding into educational programs which are already in operation for union officers and members, and to assist labor leaders in starting and carrying on additional educational programs within their own organizations. The Institute's main emphasis is on the extension of labor education in Southern California and the development of demonstration programs for union activity in community health programs.

### **Services to the Public**

The Southern Division has both initiated and participated in many community activities. In addition to the state-wide conferences and lecture series sponsored jointly with the Northern Division, it has arranged special programs in the Southern California area. These include

an Institute on Manpower, a Wage Stabilization Clinic, and an institute on "Sources of Problems in Human Relations" held in cooperation with several religious organizations. Community Industrial Relations Conferences have been held in San Diego and Santa Barbara.

The Institute reaches particular groups in the community through special dinner meetings. Leading arbitrators and labor-management representatives meet several times each year to discuss current arbitration problems. Dinners at which experts are invited to speak on timely subjects are held for students who are working toward the Certificate in Industrial Relations.

Institute staff members have taken an active part in joint community projects. The Director of the Southern Division served as Conference Director of the Los Angeles County Conference on Employment in the spring of 1950. Both the Director and other staff members have worked closely with organizations dealing with problems of the aged, the physically handicapped, and the unemployed, and have cooperated in the YMCA Students in Industry project. The Director is a member of the Executive Board of the Welfare Council of Metropolitan Los Angeles and chairman of its committee on problems of the aging. A Research Associate is chairman of the Industrial Relations Section of Town Hall in Los Angeles. Many of the staff members serve on committees and boards of local organizations. They have been in demand as speakers at all types of meetings; they have participated in radio programs and have served as discussion leaders at conferences and group sessions.

Institute services, moreover, extend far beyond the local community. Some of the staff have been consultants on state programs; several participated in the Governor's Conference on Employment and the Governor's Conference on Problems of the Aging. Others serve on committees or boards of national organizations, such as the American Association for Adult Education, the National University Extension Association, the American Bar Association, and the National Urban League. The Director is Vice-President of the National Academy of Arbitrators and Vice-Chairman of the Committee on Education for the Aging of the American Association for Adult Education. Recently two staff members took leaves of absence, one to serve as Vice-Chairman of the national Wage Stabilization Board, and the other as Regional Chairman of the Board in San Francisco. In 1952, the Institute worked with University of Utah faculty members to assist them in the development of an Institute of Industrial Relations there.

The Institute has cooperated with the U. S. Department of Labor in entertaining visitors from other countries. Luncheons and other group



meetings are held, and arrangements are made for these foreign representatives to visit local industries and to see the community activities in which they are particularly interested.

## CERTIFICATE IN INDUSTRIAL RELATIONS

The Institute of Industrial Relations, in cooperation with University Extension, offers a specialized program of study in industrial relations for representatives of industry, labor, government, and other interested adults. A Certificate in Industrial Relations is awarded to those who complete a series of eight courses selected, in conformity with our requirements, from those listed below:

Principles of Economics	Personal and Social Adjustment
Labor Economics	Organization and Management
History and Problems of the Labor Movement	Theory
Elements of Personnel Management	Workshop in Grievance Procedures and Arbitration
Collective Bargaining	Personnel Psychology
Industrial Psychology	Social Insurance
Personnel Interviewing for Industry	Workmen's Compensation Act of California
Labor Law and Legislation	Motion and Time Study
Grievances and Arbitration	Job Evaluation in Collective Bargaining
Elements of Production Management	Editing and Publishing of House Organs and Bulletins in Industrial Relations
Public Administration	Group Dynamics
Health, Welfare, and Pension Plans	Developing Leadership in Group Activities
Fundamentals of Industrial Safety	Industrial Relations Training Programs
Industrial Health	Transport Management-Labor Relations
Applied Human Relations	Air Transport Management
Management of Employee-Group Relations	
Public Personnel Administration	
Business Statistics	
Counseling Industrial and Business Personnel	
Training in Conference Leadership	

The curriculum has grown yearly in size and scope and presents a comprehensive program of instruction in the labor-management field. While these evening courses tend to appeal more to management personnel than to rank-and-file union members, they are open to all interested persons and over the years have reached a considerable number of union officials and members. In the fall of 1952 Certificate classes were given in Los Angeles, San Diego, Long Beach, Santa Barbara, Santa Ana, and Point Mugu, and were attended by 1,180 students.

Approximately one hundred and fifty Certificates in Industrial Rela-

tions have been awarded since the program was started in the fall of 1946. Many of the graduates have continued to take classes after completing the required courses, and they have formed active Industrial Relations Alumni Associations in Los Angeles and San Diego. The alumni groups hold regular meetings to discuss current industrial relations problems and to hear reports on the Institute's research program.

### DOCUMENTARY FILM

The Institute has cooperated with the Theater Arts Department of the University in producing a 16 mm. sound film dealing with grievance procedure and arbitration. Designed for educational purposes, it is a documentary film based on an actual arbitration case. The principal roles are played by members of the Institute staff who have participated in such negotiations and are familiar with actual proceedings. Professional direction and supervision was given by the faculty of the Department of Theater Arts, and graduate students of that department served as the technical crew. The film will be listed in the University's film series, and be available for rental to schools, management, labor organizations, individuals, and others, from the Department of Visual Instruction.

## INSTITUTE COMMITTEES

### State-wide Coordinating Committee

Clark Kerr, Chancellor, University of California, Berkeley, Chairman

*University of California, Berkeley, Representatives:*

E. T. Grether, Director, Institute of Industrial Relations

Harold E. Jones, Professor of Psychology and Director, Institute of Child Welfare

Paul S. Taylor, Chairman, Department of Economics

*University of California, Los Angeles, Representatives:*

J. A. C. Grant, Professor of Political Science and Divisional Dean of Social Sciences, College of Letters and Science

Neil H. Jacoby, Dean, School of Business Administration

Edgar L. Warren, Director, Institute of Industrial Relations

### Faculty Advisory Committees

#### NORTHERN DIVISION

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Thomas Barrows, Associate Director, University Extension

Herbert Blumer, Chairman, Department of Sociology and Social Institutions

William L. Crum, Professor of Economics

Louis E. Davis, Assistant Professor of Mechanical Engineering

Malcolm M. Davisson, Professor of Economics

Charles A. Gulick, Professor of Economics

Harold E. Jones, Professor of Psychology and Director, Institute of Child Welfare

Peter H. Odegard, Chairman, Department of Political Science

Paul S. Taylor, Chairman, Department of Economics

#### SOUTHERN DIVISION

Neil H. Jacoby, Dean, School of Business Administration, Chairman

Joseph A. Gengerelli, Chairman, Department of Psychology

J. A. C. Grant, Professor of Political Science and Divisional Dean of Social Sciences, College of Letters and Science

Harry Hoijer, Chairman, Department of Anthropology and Sociology

Paul T. Homan, Chairman, Department of Economics

Donald S. Howard, Dean, School of Social Welfare

Paul H. Sheats, Associate Director, University Extension and Associate Professor of Education

**Community Advisory Committees****NORTHERN DIVISION**

Robert G. Sproul, President, University of California, Chairman  
Joseph Angelo, Sub-District Director, United Steel Workers of America, CIO

Robert S. Ash, Secretary, Central Labor Council of Alameda County, AFL

George O. Bahrs, General Counsel, San Francisco Employers' Council

Frank Casey, International Representative, Oil Workers International Union, CIO

Jeffery Cohelan, Secretary-Treasurer, Milk Drivers' and Dairy Employees' Union, Local 302, International Brotherhood of Teamsters, AFL

Most Reverend Hugh A. Donohoe, Auxiliary Bishop of San Francisco

Howard E. Durham, Regional Director, Federal Mediation and Conciliation Service

Adrien Falk, President, S & W Fine Foods, Inc.

Robert R. Grunsky, Managing Director, California Metal Trades Association

George W. Johns, Secretary-Treasurer, San Francisco Labor Council, AFL

Sam Kagel, Arbitrator, Pacific Coast Longshore Industry and San Francisco Garment Industry

Dr. Vere Loper, Pastor, First Congregational Church of Berkeley  
M. S. Mason, Vice-President, Brotherhood of Railroad Signalmen of America

Ashby C. McGraw, Grand Lodge Representative, International Association of Machinists, AFL

Arthur C. Miller, Regional Attorney, Federal Security Agency

William H. Oliver, Vice-President, Oliver United Filters

Paul Scharrenberg, Director, California State Department of Industrial Relations

Judge M. C. Sloss, Attorney, Sloss and Eliot

R. C. Thumann, Director, Industrial Relations and Personnel, Pabco Products Inc.

Harry Whiteside, International Representative, United Automobile Workers of America, CIO

George H. Wilson, President, California Farm Bureau Federation

E. A. Woodside, Vice-President—General Manager, United Employers, Inc.

J. D. Zellerbach, President, Crown Zellerbach Corporation

**SOUTHERN DIVISION**

Robert G. Sproul, President, University of California, Chairman

W. J. Bassett, Secretary, Los Angeles Central Labor Council, AFL

Paul W. Bell, Director of Personnel, Times-Mirror Company

Fletcher Bowron, Mayor of Los Angeles

John L. Cooper, President, Joint Board of Culinary Workers, AFL

John A. Despol, Secretary-Treasurer, CIO California Industrial Union Council

David P. Evans, Director of Industrial Relations, Consolidated Western Steel Corporation

R. G. Kenyon, Vice-President, Southern California Edison Company

Charles Luckman, Architect, Pereira & Luckman

Albert T. Lunceford, Secretary-Treasurer, Greater Los Angeles CIO Council

William B. Miller, Executive Secretary, Town Hall

Stanley Mosk, Judge, Superior Court of Los Angeles County

Otto E. Never, General President, State Building and Construction Trades Council of California, AFL

Cyrus O'Halloran, Regional Director, United Automobile Workers, CIO

C. W. Pfeiffer, Executive Secretary, Welfare Council of Metropolitan Los Angeles

Edward M. Skagen, Grand Lodge Representative, International Association of Machinists

E. D. Starkweather, Director of Industrial Relations, North American Aviation, Inc.

Oscar A. Trippet, Attorney, Morrow & Trippet

Leon R. Yankwich, Chief United States District Judge, Southern District of California

## INSTITUTE STAFF

### NORTHERN DIVISION

#### *Director:*

E. T. Grether<sup>1</sup>

#### *Associate Director:*

Lloyd H. Fisher<sup>2</sup>

#### *Assistant to the Director:*

Curtis C. Aller<sup>3</sup>

#### *Administrative Assistant:*

Virginia B. Smith

#### *Librarian:*

Gwendolyn Lloyd

#### *Community Relations Staff:*

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Ruth Wilding, Extension Representative<sup>5</sup>

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Else Frenkel-Brunswik, Research Associate<sup>7</sup>

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G. Hamilton Crook, Associate Research Psychologist<sup>8</sup>

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Varden Fuller, Research Associate<sup>8</sup>

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William Goldner, Junior Research Economist

Margaret S. Gordon, Assistant Research Economist

Mason Haire, Associate Research Psychologist<sup>9</sup>

Howard S. Kaltenborn, Research Economist<sup>1</sup>

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<sup>1</sup> Joint appointment with School of Business Administration

<sup>2</sup> Joint appointment with Department of Political Science

<sup>3</sup> Joint appointment with University Extension

<sup>4</sup> Joint appointment with Department of Sociology and Social Institutions

<sup>5</sup> Joint appointment with Institute of Child Welfare

<sup>6</sup> Joint appointment with School of Medicine: Division of Psychiatry

<sup>7</sup> Joint appointment with Department of Economics

<sup>8</sup> Joint appointment with Department of Agricultural Economics

<sup>9</sup> Joint appointment with Department of Psychology

The staff listed contains only 1952-53 appointments. Other individuals have been associated with the Institute during the past seven years and have contributed materially to its research program.

Van Dusen Kennedy, Associate Research Economist<sup>1</sup>  
Clark Kerr, Research Associate<sup>1</sup>  
Harvey Leibenstein, Assistant Research Economist<sup>7</sup>  
Florine Livson, Graduate Research Psychologist  
Leslie McConnell, Assistant Research Political Scientist<sup>2</sup>  
F. Theodore Malm, Assistant Research Economist<sup>1</sup>  
Frank Pinner, Assistant Research Political Scientist<sup>2</sup>  
Melvin W. Reder, Associate Research Economist  
Arthur M. Ross, Associate Research Economist<sup>1</sup>  
Suzanne K. Reichard, Assistant Research Psychologist  
Philip Selznick, Assistant Research Sociologist<sup>4</sup>  
Peter O. Steiner, Assistant Research Economist<sup>7</sup>

SOUTHERN DIVISION

*Director:*

Edgar L. Warren

*Associate Director:*

Abbott Kaplan<sup>8</sup>

*Administrative Assistant:*

Nancy Taylor

*Librarian:*

Robert E. Thomason

*Community Relations Staff:*

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Arthur Carstens, Assistant Director—Labor Programs<sup>8</sup>

Hugh G. Lovell, Principal Extension Representative<sup>8</sup>

*Research Associates:*

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Walter R. Goldschmidt<sup>10</sup>

Philip Neff<sup>4</sup>

John J. Schwarz<sup>1, 9</sup>

Robert Tannenbaum<sup>1</sup>

Irving R. Weschler<sup>1</sup>

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<sup>1</sup> Joint appointment with School of Business Administration

<sup>2</sup> Joint appointment with Department of Political Science

<sup>8</sup> Joint appointment with University Extension

<sup>4</sup> Joint appointment with Department of Sociology and Social Institutions

<sup>7</sup> Joint appointment with Department of Economics

<sup>9</sup> Joint appointment with Department of Psychology

<sup>10</sup> Joint appointment with Department of Anthropology and Sociology

*Research Assistants:*

Richard Baisden  
Paula Brown  
Grace E. Heilman  
Fred Massarik  
Fred Rothfarb

*Editor:*

Anne P. Cook



# COMPANIES WHICH HAVE PARTICIPATED IN SUMMER MANAGEMENT CONFERENCES,

1949-1952

Adams, Duque, Davis & Hazeltine,  
Attys.  
Air Reduction Pacific Co.  
Alameda County Milk Dealers' Assn.  
American Potash & Chemical Corp.  
American Radiator & Standard Sani-  
tary Corp.  
American Trust Co.  
Arcadia Metal Products Co.  
Armstrong Nursery

Bank of America  
Bay & River Navigation Co.  
Beckman Instrument Co.  
Blythe & Co.  
Braun, C. F. & Co.  
Bullock's  
Bureau of Labor Statistics  
Byron Jackson Co.

C & H Sugar Refining Corp.  
California Electric Power Co.  
California Farm Bureau Federation  
California Metal Trades Association  
California Processors & Growers, Inc.  
California Retailers' Assn.  
California Spray-Chemical Corp.  
Cannon Electric Co.  
Central California Employers' Council  
Central Casting Corp.  
Chamber of Commerce of the United  
States  
Civil Aeronautics Administration  
Clark, J. A. Draying Co.  
Columbia-Geneva Div., U. S. Steel  
Corp.  
Columbia Pictures Corp.  
Consolidated Vultee Aircraft Corp.  
Consolidated Western Steel Co.  
Cutter Laboratories

Dairy Cooperative Assn.  
Douglas Aircraft Co.  
Dow Chemical Co.

Eastern Columbia Department Stores  
Emporium, The—San Francisco  
Exchange Lemon Products Co.  
Exchange Orange Products Co.

Food Machinery & Chemical Corp.  
Ford Motor Co.  
Friden Calculating Machine Co.  
Fruit Industries, Ltd.  
Furniture Manufacturers' Assn.

General Electric Co.  
Gerber Products Co.  
Golden State Co.  
Grayson Control Div., Robert Shaw  
Fulton Control Corp.

Hills Bros. Coffee Co.  
Hotel & Restaurant Employers'  
Council  
Hughes Aircraft Co.

International Harvester Co.

Kaiser Steel Corp.

Lane-Wells Co.  
Langendorf United Bakeries, Inc.  
Lawrence Laboratories  
Lockheed Aircraft Corp.  
Los Angeles Dept. of Water & Power  
Lucky Stores, Inc.

Mare Island Naval Shipyard  
Marsh & McLennan Insurance Co.  
Matson Navigation Co.  
McClellan Air Force Base  
Merchants & Manufacturers Assn.  
Meyer & Welch, Inc.  
Monterey Fish Processers' Assn.

National Association of Foremen  
National Association of Manufacturers

National Automotive Fibres, Inc.  
National Labor Relations Board  
National Supply Co.  
National Technical Laboratories  
Nordstrom Valve Div., Rockwell  
Manufacturing Co.  
North American Aviation, Inc.  
Northrop Aircraft, Inc.

Occidental Life Insurance Co.  
Old Colony Paint & Chemical Co.  
Oliver United Filters  
Owens-Illinois Glass Co.

Pacific Electric Manufacturing Corp.  
Pacific Electric Railway Co.  
Pacific Gas & Electric Co.  
Pacific Maritime Assn.  
Pacific Mutual Life Insurance Co.  
Pacific Steel Castings  
Pacific Telephone & Telegraph Co.  
Pan-American World Airways, Inc.  
Penny, J. C. & Co.  
Percival Steel & Supply Co.  
Poultry Producers Assn. of Central  
California  
Pryne & Co., Inc.  
Puget Sound Naval Shipyard

Riverside Cement Co.

Safeway Stores, Inc.  
San Francisco Employers' Council

San Francisco Retailers' Council  
Security-First National Bank  
Shell Chemical Corp.  
Shell Oil Co.  
Solar Aircraft Co.  
Southern California Edison Co.  
Southern California Gas Co.  
Southern Pacific Co.  
Special Tools and Machinery Co.  
Sperry Div., General Mills Corp.  
Spreckels Sugar Co.  
Square D Co.  
Standard Oil Co. of California

Transco Products, Inc.  
Trans World Airlines  
Truck Owners' Assn. of California

U. S. Atomic Energy Commission  
U. S. Electrical Motors  
U. S. Naval Air Missile Test Center  
U. S. Naval Ordnance Test Station—  
Inyokern  
U. S. Naval Ordnance Test Station—  
Pasadena Annex  
U. S. Naval Supply Center—Oakland  
U. S. Spring & Bumper Co.

Vernon Works, Aluminum Co. of  
America

Weber Showcase & Fixture Co.  
Western Pacific Railroad Co.

## AFL UNIONS WHICH HAVE PARTICIPATED IN SUMMER LABOR INSTITUTES, 1948-1952

<i>Union</i>	<i>Local</i>	<i>City</i>
Allied Hospital Employees .....	251	Martinez
Apartment and Hotel Employees .....	14	San Francisco
Barbers, Hairdressers & Cosmetologists		
Barbers' Union .....	252	Los Angeles
Barbers' Union .....	295	Los Angeles
Bakery & Confectionery Workers		
Bakers' Union .....	43	Fresno
Boilermakers, Iron Ship Builders & Helpers .....	148	Vallejo
Brewery, Flour, Cereal, Soft Drink & Distillery Workers		
Flour & Cereal Workers .....	20397	Vallejo
Brick & Clay Workers .....	774	Los Angeles
Building Service Employees .....	18	Oakland
Building Service Employees .....	87	San Francisco
Building Service Employees .....	102	San Diego
Building Service Employees .....	193	Los Angeles
Building Service Employees .....	278	Los Angeles
Hospital Employees .....	250	San Francisco
Service & Maintenance Employees .....	399	Los Angeles
Window Cleaners .....	349	Los Angeles
Building Trades Council .....		San Francisco
California State Federation of Labor		
Carpenters & Joiners .....	25	Los Angeles
Carpenters & Joiners .....	829	Santa Cruz
Carpenters & Joiners .....	929	Los Angeles
Carpenters & Joiners .....	944	San Bernardino
Carpenters & Joiners .....	1068	Vallejo
Carpenters & Joiners .....	1913	Los Angeles
Carpenters & Joiners .....	2038	Antioch
District Council of Carpenters .....		San Bernardino
San Diego Council of Carpenters .....		San Diego
Cement, Lime & Gypsum Workers .....	49	Victorville
Cement, Lime & Gypsum Workers .....	89	Colton
Chemical Workers .....	190	Los Angeles
Clerks & Lumber Handlers .....	939	Oakland
Cloak Joint Board .....		Los Angeles
Dress Joint Board .....		Los Angeles
Electrical Workers .....	18	Los Angeles
Electrical Workers .....	47	Alhambra
Electrical Workers .....	63	Los Angeles
Electrical Workers .....	100	San Bernardino
Electrical Workers .....	465	Fresno
Electrical Workers .....	477	Los Angeles

<i>Union</i>	<i>Local</i>	<i>City</i>
Electrical Workers .....	1008	Monrovia
Engineers, Operating .....	12	Los Angeles
Engineers, Stationary Operating .....	63	Los Angeles
Fish Cannery Workers of the Pacific .....		Richmond
Gardeners, Florists & Nurserymen .....	1206	Oakland
Garment Workers, Ladies' .....	8	San Francisco
Dressmakers' Union .....	101	San Francisco
Sportswear & Cotton Garment Workers .....	266	Los Angeles
United Garment Workers .....	137	Napa
Glass Bottle Blowers .....	262	San Jose
Hatters, Cap & Millinery Workers		
Millinery Workers .....	41	Los Angeles
Hodcarriers, Building & Common Laborers .....	294	Fresno
Hodcarriers, Building & Common Laborers .....	300	Los Angeles
Construction & General Laborers .....	185	Sacramento
Construction & General Laborers .....	304	Oakland
Construction & General Laborers .....	324	Martinez
Hotel & Restaurant Employees & Bartenders .....		Stockton
Bartenders & Culinary Workers .....	483	Monterey
California State Council .....		San Diego
Cooks .....	44	San Francisco
Cooks & Waiters .....	180	San Jose
Cooks & Waiters .....	220	Eureka
Cooks Assn. of Southern California .....	468	Los Angeles
Culinary Alliance .....	31	Oakland
Culinary Alliance .....	498	Santa Barbara
Culinary Alliance & Hotel Employees .....	402	San Diego
Culinary Workers .....	470	Redding
Culinary Workers & Bartenders .....	295	Dunsmuir
Culinary Workers & Bartenders .....	324	Glendale
Culinary Workers & Bartenders .....	531	Pasadena
Culinary Workers & Bartenders .....	560	Vallejo
Culinary Workers & Bartenders .....	823	Hayward
Hotel Service Workers .....	283	San Francisco
Waiters & Bartenders .....	500	San Diego
Waiters & Dairy Lunchmen .....	30	San Francisco
Waitresses & Cafeteria Workers .....	639	Los Angeles
Labor Council, Central .....		Alameda
Labor Council, Central .....		Contra Costa
Labor Council, Central .....		Los Angeles
Labor Council, Central .....		Pasadena
Labor Council, Central .....		Pomona
Labor Council, Central .....		Sacramento
Labor Council, Central .....		San Bernardino
Labor Council, Central .....		San Diego
Labor Council, Central .....		San Gabriel Valley

<i>Union</i>	<i>Local</i>	<i>City</i>
Labor Council, Central .....		Santa Clara
Labor Council, Central .....		Tulare-Kings Co.
Lathers, Wood, Wire & Metal .....	42A	Los Angeles
Lathers, Wood, Wire & Metal .....	172	Long Beach
Laundry Workers .....	2	Oakland
Lumber & Sawmill Workers .....	2808	Arcata
Machinists, International Association of .....	94	Los Angeles
Machinists, International Association of .....	1176	Oakland
Machinists, International Association of .....	1327	San Francisco
Masters, Mates & Pilots .....	18	San Pedro
Meat Cutters & Butcher Workmen .....	439	Pasadena
Meat Cutters & Butcher Workmen .....	229	San Diego
Meat Cutters & Butcher Workmen .....	551	San Diego
Newspaper & Periodical Drivers .....	96	Oakland
Office Employes .....	3	San Francisco
Office Employes .....	29	Oakland
Office Employes .....	83	San Bernardino
Office Employes .....	174	Los Angeles
Paint, Varnish & Lacquer Makers .....	1071	San Francisco
Painters, Decorators & Paperhangers .....	955	Ventura
Marine Painters .....	812	Wilmington
Painters & Paperhangers .....	256	Long Beach
Plasterers & Cement Finishers .....	194	Pasadena
Plumbing & Pipe Fitting Journeymen & Apprentices .....	280	Pasadena
Sprinkler Fitters .....	483	San Francisco
Steam Fitters & Helpers .....	342	Oakland
Printing Pressmen & Assistants .....	125	Oakland
Printing Specialties & Paper Convertors .....	362	San Francisco
Pulp, Sulphite & Paper Mill Workers .....	249	Antioch
Railway Carmen .....	231	Roseville
Retail Clerks .....	324	Long Beach
Retail Clerks .....	770	Los Angeles
Retail Clerks .....	1167	Colton
Retail Clerks .....	1428	Pomona
Sheet Metal Workers .....		Oakland
Sportswear Joint Council .....		Los Angeles
Stage Employes, Theatrical		
Electrical Technicians .....	728	Los Angeles
Film Editors .....	776	Hollywood
Film Technicians .....	683	Hollywood
Motion Picture Costumers .....	705	Hollywood
Projectionists .....	165	Hollywood
Projectionists .....	428	Stockton
Property Craftsmen .....	44	Hollywood

<i>Union</i>	<i>Local</i>	<i>City</i>
State, County & Municipal Employees .....	102	Stockton
California State Hospital Employees .....	174	Napa
Los Angeles County Social Workers .....	558	Los Angeles
San Joaquin County Employees .....	183	San Joaquin
Street, Electric Railway & Motor Coach Employes....	192	Oakland
Street, Electric Railway & Motor Coach Employes....	1254	Long Beach
Superior Court Clerks .....	575	Los Angeles
Teachers, American Federation of .....	1020	Salinas
Teamsters, Chauffeurs, Warehousemen & Helpers....	70	Oakland
Teamsters, Chauffeurs, Warehousemen & Helpers....	85	San Francisco
Teamsters, Chauffeurs, Warehousemen & Helpers....	150	Sacramento
Teamsters, Chauffeurs, Warehousemen & Helpers....	186	Santa Barbara
Teamsters, Chauffeurs, Warehousemen & Helpers....	890	Salinas
Cannery Workers & Warehousemen .....	857	Sacramento
Chauffeurs' Union .....	923	Oakland
Creamery Employees & Drivers .....	517	Fresno
Dairy Employees Plant & Clerical Union .....	93	Los Angeles
Dairy Employees & Helpers .....	737	Los Angeles
Food, Drug, Beverage Warehousemen & Clerical Employees .....	595	Los Angeles
Freight Drivers .....	208	Los Angeles
General Teamsters .....	137	Marysville
General Teamsters .....	431	Fresno
Joint Council of Teamsters, No. 42 .....	.....	Los Angeles
Laundry Drivers .....	209	Oakland
Milk Wagon Drivers & Dairy Employees .....	302	Oakland
Retail Milk Drivers & Salesmen .....	441	Los Angeles
Sales Drivers and Dairy Employees .....	683	San Diego
Van & Storage Drivers .....	389	Los Angeles
Wholesale Delivery Drivers .....	848	Los Angeles
Wholesale Salesmen, Dairy & Frozen Food Drivers..	306	Los Angeles
Telegraphers' Union, Commercial .....	48	Los Angeles
Telegraphers' Union, Commercial .....	208	Oakland
Theatrical Employees .....	B-82	Oakland
Typographical Union .....	439	Bakersfield
Upholsterers .....	15	Los Angeles

## CIO UNIONS WHICH HAVE PARTICIPATED IN SUMMER LABOR INSTITUTES, 1950-1952

<i>Union</i>	<i>Local</i>	<i>City</i>
Automobile, Aircraft & Agric. Implement Workers...	216	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	255	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	406	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	509	Montebello
Automobile, Aircraft & Agric. Implement Workers...	560	San Francisco
Automobile, Aircraft & Agric. Implement Workers...	805	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	808	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	887	Hawthorne
Automobile, Aircraft & Agric. Implement Workers...	923	Los Angeles
Automobile, Aircraft & Agric. Implement Workers...	1031	Oakland
CIO California Council		
Clothing Workers .....	278	Los Angeles
Clothing Workers .....	408	Los Angeles
Communications Workers .....	71	San Francisco
Newspaper Guild .....		Los Angeles
Newspaper Guild .....		No. Calif. Dist.
Steelworkers .....	1069	San Francisco
Steelworkers .....	1414	Torrance
Steelworkers .....	1502	Los Angeles
Steelworkers .....	1549	Los Angeles
Steelworkers .....	1549B	Long Beach
Steelworkers .....	1835	San Jose
Steelworkers .....	1845	Los Angeles
Steelworkers .....	1927	Puente
Steelworkers .....	2018	Bell
Steelworkers .....	2058	Los Angeles
Steelworkers .....	2172	Los Angeles
Steelworkers .....	2571	Pittsburg
Steelworkers .....	2869	Fontana
Steelworkers .....	3677	Fontana
Steelworkers .....	4155	Fontana
Steelworkers .....	4670	Downey
Steelworkers .....	4776	Ajo, Arizona
Utility Workers .....	132	Los Angeles

