

1958 - 1959

PROGRESS  
REPORT

Research, Professional and  
Public Service Activities,  
and Community Service Programs

Institute of Industrial  
Relations, University  
of California, Berkeley

May 1959

P R O G R E S S   R E P O R T

1958 - 1959

RESEARCH, PROFESSIONAL AND PUBLIC SERVICE ACTIVITIES, AND  
COMMUNITY SERVICE PROGRAMS

Institute of Industrial Relations  
University of California  
Berkeley

Arthur M. Ross, Director  
Margaret S. Gordon, Associate Director

May 1959

## TABLE OF CONTENTS

	<u>Page</u>
I. INSTITUTE COMMITTEES . . . . .	1
II. RESEARCH PROGRAM . . . . .	4
Introduction . . . . .	5
A. Publications, May 1958 to Date . . . . .	8
B. Research in Progress . . . . .	13
III. PROFESSIONAL AND PUBLIC SERVICE ACTIVITIES OF STAFF MEMBERS . . . . .	20
IV. COMMUNITY SERVICES PROGRAM . . . . .	23
Introduction . . . . .	24
A. Public and Joint Labor-Management Programs . .	25
B. Management Programs . . . . .	31
C. Labor Programs . . . . .	38

I.

**INSTITUTE COMMITTEES**

COMMUNITY ADVISORY COMMITTEE

Clark Kerr, President, University of California (Chairman)  
 C. R. Bartalini, Secretary, Bay Counties District Council of Carpenters  
 Glenn Bowers, Supervisor of Conciliation, California Department of  
 Industrial Relations  
 John W. Bristow, Executive Vice-President, California Processors and  
 Growers, Inc.  
 Glenn E. Brockway, Regional Director, Bureau of Employment Security  
 Albert Brown, President, Central Labor Council of Alameda County  
 J. Hart Clinton, Executive Vice-President, Distributors Association of  
 Northern California  
 William W. Davison, Vice-President, Standard Oil Company of California  
 Bryan P. Deavers, General President, State Building and Construction  
 Trades Council of California  
 Mamuel Dias, President, California Industrial Union Council  
 Joseph J. Diviny, Vice-President, International Brotherhood of Teamsters  
 Sam Eubanks, Executive Secretary, San Francisco-Oakland Newspaper Guild  
 John F. Henning, Research Director, California State Federation of Labor  
 Glen Ireland, Vice-President -- Operations, Pacific Telephone and  
 Telegraph Company  
 V. Wayne Kenaston, Assistant Regional Director, Federal Mediation and  
 Conciliation Service  
 Louis B. Knecht, Director, District 9, Communications Workers of America  
 Albert E. McIntyre, President, Malsbary Manufacturing Company  
 George Mann, Chief, Bureau of Adult Education, California Department of  
 Education  
 Scott Newhall, Executive Editor, San Francisco Chronicle  
 Edward P. Park, Director, California Department of Industrial Relations  
 Raymond E. Peters, Justice, California Supreme Court  
 J. Paul St. Sure, President, Pacific Maritime Association  
 John T. Schiavenza, Secretary-Treasurer, California Conference of Machinists  
 C. T. Spivey, Director of Industrial Relations, Columbia-Geneva Steel  
 Division, United States Steel Corporation  
 Frederic B. Whitman, President, The Western Pacific Railroad Company

FACULTY ADVISORY COMMITTEE

Ewald T. Grether, Dean, Graduate School of Business Administration (Chairman)  
Eugene W. Burgess, Assistant Dean, Schools of Business Administration, and  
Head, Business Administration Extension  
Kingsley Davis, Professor of Sociology and Social Institutions  
E. Paul DeGarmo, Chairman, Division of Industrial Engineering  
David Krech, Professor of Psychology  
George L. Mehren, Chairman, Department of Agricultural Economics, and  
Director, Giannini Foundation  
Maurice Moonitz, Associate Dean, Graduate School of Business Administration  
A. G. Papandreou, Chairman, Department of Economics  
Robert A. Scalapino, Professor of Political Science

STATE-WIDE COORDINATING COMMITTEE

Ewald T. Grether, Dean, Graduate School of Business Administration, Berkeley  
(Chairman)  
Winston W. Crouch, Director, Bureau of Governmental Research, and Chairman,  
Department of Political Science, Los Angeles  
J. A. C. Grant, Divisional Dean of Social Sciences and Professor of Political  
Science, Los Angeles  
George H. Hildebrand, Director, Institute of Industrial Relations, Los Angeles  
Arthur M. Ross, Director, Institute of Industrial Relations, Berkeley  
Paul S. Taylor, Chairman, Institute of International Studies, Berkeley  
J. F. Weston, Professor of Finance, School of Business Administration,  
Los Angeles

## II.

### RESEARCH PROGRAM

#### Introduction

- A. Publications, May 1958 to Date
- B. Research in Progress

## RESEARCH PROGRAM

### Introduction

Heightened public interest in labor-management relations has been a conspicuous feature of the American scene in the last few years. The debates over the wage adjustments and inflation, the issue of democracy in trade unions, and the charges of malfeasance have been in the forefront of public discussion. These developments have inevitably affected the Institute's research program. Several of the new projects initiated in the last year or so have been concerned with the role of labor in a free society and with the impact of wage changes on the price level.

Meanwhile, the scope of the Institute's research program has broadened, and the size of the research staff has expanded appreciably. In part, this expansion has been made possible by foundation grants, but other factors have also contributed. One result of the expansion is the marked increase in the number of book-length and shorter publications issued or approved for publication. Another is the fact that eleven staff members have had to occupy rented space off the campus. This situation is being remedied, however, by the assignment of additional space in California Hall to the Institute.

Members of the research staff have also been called upon with increasing frequency for professional and public-service activities during the last few years. For this reason we are including a special section in the present report summarizing this type of activity.

One of the most significant developments of the year 1958-1959 has been the effort to attract able graduate students in industrial relations, particularly those specializing in labor economics, a field which has been inadequately represented among our graduate research assistants in recent years. As a result of this effort, the number of applications for research assistantships in the spring of 1959 was approximately twice as large as in the preceding year. The number of qualified applicants in labor economics was encouragingly high. Since the training of able graduate students in the field of industrial relations is one of the Institute's most important functions, we expect to continue this effort in future years.

Another major development of the year 1958-1959 was the launching of the Management Science Research Group, which will be associated with the Institute of Industrial Relations during its formative stages. With the aid of a small grant from the Ford Foundation, a research seminar on organization and decision theory was conducted during the summer of 1958 under the leadership of Professor C. West Churchman. The seminar continued its meetings during the regular academic year, while three of those who had been associated with the summer program held part-time appointments in the Institute throughout the year. A sizable foundation grant is now being sought to provide support for the development of the research program during the period 1959-1961.



The Institute is completing the second year of its three-year study of Occupational Disability, financed by a large grant from the Ford Foundation. Under the able direction of Dr. Earl F. Cheit, a statewide survey of approximately 1,500 permanently disabled workers and widows of death cases has been completed. Dr. Cheit expects to finish a volume reporting the results of the study by the summer of 1960. A second volume, dealing with critical issues of occupational disability and rehabilitation, is also being planned.

Excellent progress is being made on the three-year study of the Process of Growth in Industrial Organizations, directed by Dr. Mason Haire and financed by a grant from the Foundation for Research in Human Behavior.

The Institute is cooperating in a large-scale study of Labor in a Free Society which is being supported by a grant from the Fund for the Republic and directed by a committee headed by President Clark Kerr. Professors Galenson, Lipset, Selznick, and Ross are actively engaged in research projects under this program.

Work on the Institute's Ford-Financed study of Labor in Economic Development, which has been conducted in cooperation with four other universities, is nearing completion, as is the study of the Social and Psychological Aspects of Aging, which has been assisted by a grant from the U. S. Public Health Service.

Although foundation grants support a sizable part of the Institute's research program, the majority of our senior research staff members are working on individual projects. Among those who have been added to the staff this year to work on individual research projects is Professor Lloyd Ulman, formerly of the University of Minnesota, who is affiliated with both the Economics Department and the School of Business Administration. Another new member of the staff is Assistant Professor William Kornhauser of the Department of Sociology and Social Institutions. During the second semester, Professor Philip Taft of Brown University has held a visiting research appointment and has presented a series of three public lectures on issues in labor relations. In addition, Professor Kunio Odaka, a distinguished sociologist from the University of Tokyo, has held an appointment as Visiting Research Associate.

Next year, Dr. George Hildebrand, Director of the Institute of Industrial Relations on the Los Angeles Campus, will hold an appointment as Visiting Professor in the School of Business Administration and Research Economist in the Institute. Mr. Melvin K. Bers of the Carnegie Institute of Technology will also hold a visiting appointment during the first semester. The appointment of Professor David S. Landes of the Economics and History Departments as a Research Associate will also enrich the research program.

Three volumes emerging from the Institute's research program have been published during the present academic year, while six books are in process of publication, and two monographs are ready to be sent to the press. In addition, 17 reprints have been issued, and 24 other papers or articles have been approved for the reprint series. In the latter group are the eight articles which were contributed by members of the Institute staff to the May 1959

issue of the Monthly Labor Review, which featured a 90-page section on Labor and Labor Relations on the West Coast. These articles will be grouped into three reprints. Thus the trend toward greater emphasis on book-length manuscripts which has been apparent in the last few years is continuing, while at the same time the number of articles appearing in our reprint series has maintained its upward trend.

Since March 1958, the Institute has been publishing a four-page Industrial Relations Bulletin bi-monthly during the academic year. Ably edited by Dr. Betty V. H. Schneider, the bulletin is designed to disseminate information about the Institute's current activities, including community service, research and publications.

A. Publications, May 1958 to Date

## PUBLICATIONS ISSUED

## Books:

Social Mobility in Industrial Society, by Seymour Martin Lipset and Reinhard Bendix (Berkeley and Los Angeles: University of California Press, 1959).

Labor and Economic Development, edited by Walter Galenson (New York: John Wiley & Sons, Inc., 1959).

The Older Worker in Industry, by G. Hamilton Crook and Martin Heinstein (Berkeley: Institute of Industrial Relations, 1958).

## Proceedings of Conferences:

Labor Relations in Public Employment: Proceedings of a conference at Berkeley, April 19, 1958.

## Reprints:

- No. 108. "Labor Market Factors and Skill Differentials in Wage Rates," by William Goldner. Reprinted from proceedings of the tenth annual meeting of Industrial Relations Research Association, 1958.
- No. 109. "Unions and Union Leaders of Their Own Choosing," by Clark Kerr. Reprinted from The Next Twenty Years in Industrial Relations, 1958.
- No. 110. "Collective Bargaining or Legal Enactment? The Austrian Development," by Charles A. Gulick. Reprinted from International Review of Social History, 1958.
- No. 111. "Social Mobility and the American Business Elite," by Reinhard Bendix and Frank W. Howton. Reprinted from The British Journal of Sociology, 1958.
- No. 112. "Benefit Levels in Workmen's Compensation," by Earl F. Cheit. Reprinted from Monthly Labor Review, 1958.
- No. 113. "Private Health Insurance: Part I: Changing Patterns of Medical Care Demand and Supply in Relation to Health Insurance," by Herman M. and Anne R. Somers. Reprinted from California Law Review, 1958.

- No. 114. "The Conceptual and Legislative Framework of Labor Relations in India," by Van D. Kennedy. Reprinted from Industrial and Labor Relations Review, 1958.
- No. 115. "Socialism -- Left and Right -- East and West," by Seymour Martin Lipset. Reprinted from Confluence, 1958.
- No. 116. "Austria's Socialists in the Trend Toward a Two-Party System: an Interpretation of Postwar Elections," by Charles A. Gulick. Reprinted from The Western Political Quarterly, 1958.
- No. 117. "Human Relations in Industry: Research and Concepts," by William H. Knowles. Reprinted from California Management Review, 1958.
- No. 118. "Private Health Insurance: Part II: Problems, Pressures and Prospects," by Herman M. and Anne R. Somers. Reprinted from California Law Review, 1958.
- No. 119. "The Constitution and Government of the AFL-CIO," by John Hutchinson. Reprinted from California Law Review, 1959.
- No. 120. "1937: The Turning Point for American Labor," by Walter Galenson. Reprinted from Festshrift til Frederik Zeuthen, 1959.
- No. 121. "Austrian Labor's Bid for Power: The Role of the Trade Union Federation," by Charles A. Gulick. Reprinted from Industrial and Labor Relations Review, 1959.
- No. 122. "The Prospect for Wages and Hours in 1975," by Clark Kerr. Reprinted from U. S. Industrial Relations: The Next Twenty Years, 1959.
- No. 123. "Do We Have a New Industrial Feudalism?" by Arthur M. Ross. Reprinted from The American Economic Review, 1959.
- No. 124. "The Economic Significance of Automatic Wage Adjustments," by Joseph W. Garbarino. Reprinted from New Dimensions in Collective Bargaining, 1959.

## PUBLICATIONS AT THE PRESS

## Books:

Changing Patterns of Industrial Conflict, by Arthur M. Ross and Paul Hartman (John Wiley & Sons).

Discipline and Discharge in the Unionized Firm, by Orme W. Phelps (University of California Press).

Health Plans and Collective Bargaining, by Joseph W. Garbarino (University of California Press).

A History of Labor Relations in Northern California, by Robert E. L. Knight (University of California Press).

Old Age and Political Behavior: A Case Study, by Frank A. Pinner, Paul Jacobs, and Philip Selznick (University of California Press).

Trade Union Development and Industrial Relations in the British West Indies, by William H. Knowles (University of California Press).

## TO BE PUBLISHED

## Monographs:

Working Class Suburb: A Study of Auto Workers in Suburbia, by Bennett Berger.

Employee Rights and the Employee Relationship, by Howard Vollmer.

## Proceedings of Conferences:

Labor Relations in Public Employment: Proceedings of the second annual conference at Oakland, February 7, 1959.

## Reprints:

"Class Relations and Industrialization," by Reinhard Bendix. To be reprinted from Comparative Studies in Society and History.

"The Cultural and Political Setting of Economic Rationality in Western and in Eastern Europe," by Reinhard Bendix. To be reprinted from Economic Calculation and Organization in Eastern Europe.

"Industrial Conflict and Unions," by William H. Knowles. To be reprinted from Labor Commitment and Social Changes in Developing Areas.

"The Social Requisites of Democracy: Economic Development and Legitimacy," by Seymour Martin Lipset. To be reprinted from American Political Science Review.

"Social Trends in American Society," by Seymour Martin Lipset. To be reprinted from Concise Guide to Modern Knowledge.

"The Economic Status of Older Persons," by Margaret S. Gordon. To be reprinted from A Handbook of Social Gerontology.

"Psychological Problems Relevant to Business and Industry," by Mason Haire. To be reprinted from Psychological Bulletin.

"Democracy and Working Class Authoritarianism," by Seymour Martin Lipset. To be reprinted from American Sociological Review.

"Changing Social Structures," by Clark Kerr. To be reprinted from Labor Commitment and Social Change in Developing Areas.

"Biological Models and Empirical Histories of the Growth of Organizations," by Mason Haire. To be reprinted from a volume of essays to be published by John Wiley & Sons.

"Industrialization, Ideologies, and Social Structure," by Reinhard Bendix. To be reprinted from American Sociological Review.

"An Analysis of the Functioning of the Medical Market," by Joseph W. Garbarino.

"Employee Radiation Hazards and Workmen's Compensation," by Earl F. Cheit. To be reprinted from Industrial and Labor Relations Review.

"Labor's Participation in the European Productivity Program," by William Gomberg. To be reprinted from Political Science Quarterly.

"Labor and Labor Relations on the West Coast," to be reprinted from Monthly Labor Review, including:

#### Group I

"West Coast Labor: Its Past and its Prospects," by Clark Kerr.

"Immigration and its Effect on Labor Force Characteristics," by Margaret S. Gordon.

"Farm Labor's Supply, Policies, and Practices," by Varden Fuller.

Group II

- "Major Trends in Labor Relations," by Arthur M. Ross.  
"Association Bargaining," by Van Dusen Kennedy.  
"The Maritime Industry," by Betty V. H. Schneider.

Group III

- "Unemployment Disability Insurance in California," by Earl F. Cheit.  
"The Development of Health Insurance Plants," by Joseph W. Garbarino.

"Attitudes Toward Work: A Discussion of Research," by Robert Blauner.  
To be reprinted from a volume relating to the economic and sociological aspects of trade unionism, edited by Walter Galenson and S. M. Lipset.

"The Impacts of the Unions on the Level of Wages," by Clark Kerr. To be reprinted from Wages, Prices, Profits, and Productivity, proceedings of the American Assembly, May 1959.

## B. Research in Progress

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

### LABOR-MANAGEMENT RELATIONS

1. Changing Patterns of Industrial Conflict. Arthur M. Ross and Paul Hartman

A study of the "withering away of the strike," based on a comparative analysis of developments in 15 countries. The volume is in the final stages of revision and has been accepted for publication by John Wiley & Sons.

2. Oral History Project on Industrial Relations in the Western States. Corinne Gilb

This project, which is now in its third year, consists of lengthy tape-recorded interviews with individuals who have played important roles in industrial relations in California and other western states. The completed interviews, which run from about 350 to 600 typewritten pages, are bound and deposited in the Institute Library to be made available to qualified scholars in accordance with the stipulations of the interviewees. Interviews have been completed with Warren K. Billings, Seth Brown, Joseph Diviny, Roger Lapham, Jennie Matyas, Henry Melnikow, Paul St. Sure, Roy B. Thompson, and groups of union leaders in the Milk Wagon Drivers, Bakery Wagon Drivers, and Retail Clerks. Interviews are in process with Einar Mohn, William Storie, Mathew Tobriner, and others.

3. The Problem of Inter-Union Conflict. J. Keith Mann

A study of adjustment of inter-union disputes within the labor movement and of the role of the courts and other governmental agencies in relation to these disputes.



### WAGES AND RELATED PROBLEMS

1. American Wage Determination: Its Character and Consequences. Joseph W. Garbarino

A study of significant developments in practices of wage determination, with particular reference to the impact of long-term contracts and automatic wage adjustments on the movement of wage levels.

2. Soviet Wage Structures. Walter Galenson

This study, which was undertaken in the fall of 1958, will extend over several years, and will examine a wide variety of sources on wages in the Soviet Union, with a view to analyzing selected aspects of the wage structure.

3. Wage Pressures and Inflation. George H. Hildebrand

Professor Hildebrand has published several papers on this problem and will continue his research as a visiting member of the Institute staff in 1959-1960.

### ECONOMIC SECURITY PROGRAMS

1. Occupational Disability. Earl F. Cheit and others

A three-year project which is being conducted under a large grant from the Ford Foundation. The main body of the study takes the form of a statewide survey of some 1500 occupationally disabled workers in California, under the direction of Dr. Cheit. The survey was completed last fall, and the process of coding the interview schedules is nearing completion. Dr. Cheit expects to finish a volume reporting the results of the survey by the summer of 1960. In addition, Dr. Cheit and Dr. Margaret S. Gordon are developing plans for a volume of papers on occupational disability and rehabilitation, to be prepared by experts drawn from various parts of the country.

2. Old-Age Insurance Programs and the Problem of Inflation. Margaret S. Gordon

A comparative study of the manner in which old-age insurance benefit formulae and financing methods have been adjusted to meet the problem of rising living costs for retired persons, based on an analysis of developments in six or seven selected countries. Part of the material for this study was collected in connection with the preparation of a

chapter on the Economic Status of Older Persons for a volume on social gerontology to be published this year under the auspices of the Inter-University Training Institute in Social Gerontology.

#### THE LABOR MARKET AND LABOR MOBILITY

1. The Changing Position of the Skilled Workers. William Goldner

This study, which is nearing completion, considers such problems as: (1) the impact of technological developments on the position of the skilled workers within the occupational structure, (2) the relative wages of skilled workers, (3) inter-area differences in the relative proportions of skilled workers, and (4) conflicts over the representation of skilled workers in collective bargaining.

2. The Formation of an Industrial Labor Force in Western Europe. David S. Landes

A comparative study of the recruitment and formation of a factory labor force in selected countries of Western Europe from the early stages of the Industrial Revolution to 1914. The study is based on the premise, developed in connection with Landes's previous study of technological change and economic development, that a number of widely accepted notions with respect to the behavior of labor supply during the Industrial Revolution need revision, and that the results of a comparative historical study may be of value in connection with current attempts to construct theories of economic development.

3. Job Rights and Due Process in Modern Industry. Philip Selznick

Studies of the changing nature of job rights approached from the point of view of the sociology of the law. Vollmer's study of Employee Rights and the Employee Relationship, which is ready for publication in monograph form, was conducted in conjunction with Selznick's broader study. Work on the writing of the volume summarizing the broader study will begin this summer and completed in 1960-61.

4. Problems of Aging in an Industrial Society

Four of the seven studies emerging from the Institute's Rockefeller-financed research project on aging have been published and a fifth is at the press. In addition, the following two studies are approaching completion:

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

The Institute received a grant from the National Institute of Health to facilitate completion of this study. Following Dr. Frenkel-Brunswik's death, responsibility for the direction of the study was assumed by Dr. Suzanne Reichard, and the first draft of the volume reporting the results is nearly completed. The volume will be edited by Mrs. Lillian B. McCall.

- b. Employer Policies and the Older Worker. Margaret S. Gordon

The results of this study, which is based primarily on a sample survey conducted in the San Francisco Bay Area, will be published in the form of several articles.

In addition to the Rockefeller studies, several other studies of aging problems are being conducted:

- c. The Employment Problems of Older Women. Emily H. Huntington

This study is being conducted in cooperation with the Heller Committee for Research in Social Economics. It is based on a sample survey of approximately 600 employed and unemployed women, aged 40 or more, in the San Francisco Bay Area.

- d. Work and Patterns of Retirement. Margaret S. Gordon

A chapter for a volume on meaningful activity for older persons, being prepared under the auspices of the Psychological and Social Sciences Section of the Gerontological Society Inc.

- e. A Popular Pamphlet on The Older Worker. Betty V. H. Schneider

#### THE LABOR MOVEMENT, SOCIAL GROUPS, AND INDUSTRIALIZATION

1. Attitudes of Workers Toward Unions and Toward Selected Social and Economic Issues. Seymour M. Lipset, Philip Selznick, and others

A study which will be based primarily on a nationwide survey of a sample of workers. In connection with this study, Robert Blauner has prepared a chapter on attitudes toward work, which will be included in a volume of essays on economic and sociological aspects of unionism, which is being edited by Lipset and Walter Galenson.

2. Comparative Analysis of the Social and Cultural Characteristics of Unionized and Nonunionized Workers. Seymour M. Lipset and Ruth Kornhauser

A study based chiefly on secondary analysis of data collected in several large-scale surveys in which information on union membership was obtained. The results have been summarized in a chapter prepared by Ruth Kornhauser for the volume being edited by Lipset and Galenson.

3. The Constitutional Development of the Steelworkers Union. Lloyd Ulman

This study, which is part of the broader study of Labor in a Free Society, considers such questions as (1) the development of the powers of the president, (2) the adequacy of the convention as a check on presidential powers, and (3) trial procedures, including the right of appeal. At a later stage, the relationships between the various occupational groups within the union will be considered.

4. Corruption in the American Labor Movement. John Hutchinson

In this study, Hutchinson is examining in greater detail the material incorporated in his recent article. The history of corruption and of various attempts to deal with it will be developed fully in a book-length manuscript.

#### INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

1. Management Job Perception. Lyman Porter

A study of the way in which various individuals and groups in management perceive the non-technical, or psychological, aspects of their jobs. Eventually it is hoped to analyze differences in these perceptions at various levels of management and the relationship between job performance and job perception. Professor Porter has begun the collection of empirical data for this study during the present academic year and will continue his research as a member of the Institute staff in the summer of 1959.

2. Personnel Policies in the Bay Area. Mason Haire

A survey of current personnel policies with a view, in particular, to determining how much emphasis is being placed on the human relations approach.

### 3. The Process of Growth in Industrial Organizations. Mason Haire

A three-year study which is being financed by a grant from the Foundation for Research in Human Behavior. The study, which is now in its second year, investigates the relationship between the size of industrial enterprises and their structural organization. A number of firms are furnishing data on the size and functional organization of their work forces at various stages of growth.

## ORGANIZATION AND DECISION THEORY

Since the summer of 1958, the Institute has been sponsoring the formation of a new research program in the management sciences, with emphasis on organization and decision theory. During its early stages the program will continue under Institute auspices. It is hoped that a separate Institute of Management Sciences can be established at a later time.

A small grant was obtained from the Ford Foundation to help support a special research seminar during the summer of 1958. Led by Professor C. West Churchman, the seminar also benefited from the participation of Professor Jacob Marschak of Yale University and the Cowles Commission, who held a visiting appointment in the Institute during the summer. Other participants were Hector Anton, Frederick Balderston, Austin Hoggatt, and Jack D. Rogers of the School of Business Administration, Hyman P. Minsky and Roy W. Radner of the Economics Department, and Richard S. Rudner of Michigan State who held a visiting appointment during part of the summer.

During the regular academic year, Churchman, Radner, and Rogers held part-time appointments in the Institute. In addition, plans were developed for a two-year research program on an expanded basis for the period 1959-1961. Recognizing that the program will require extramural support, the Institute is now seeking a foundation grant on the basis of a proposal which was carefully reviewed by a special faculty committee appointed by Director Ross. The committee included R. A. Gordon (Chairman), E. T. Grether, Mason Haire, Sidney Hoos, and A. G. Papandreou.

Although it is proposed that the management science research program continue under the auspices of the Institute during the next two years, it is anticipated that the group will function with a considerable degree of autonomy. C. West Churchman will serve as Chairman of the Management Science Seminar, while Frederick Balderston will serve as Administrative Officer of the group.

Individual and group research projects which are planned under the proposed two-year program are as follows:

1. Activity Analysis of the Firm in Terms of Fund Flows. Hector R. Anton
2. The Development of Accounting Models. R. Mattessich
3. Experimental Business Games. Frederick E. Balderston, Austin C. Hoggatt, and Theodore R. Sarbin
4. Optimal Decision Rules and Communication in Groups. Howard Brand
5. The Organization of Decision Processes. Roy W. Radner
6. Relations Between Behavioral and Structural Variables in Organizations. Philburn Ratoosh
7. Simulation Study of an Intermediate Market. Frederick E. Balderston and Austin C. Hoggatt
8. Value Measurement and Optimal Decisions. C. West Churchman

It is likely that additional members of the faculty will be added to the group.

### III.

#### PROFESSIONAL AND PUBLIC SERVICE ACTIVITIES OF STAFF MEMBERS

## PROFESSIONAL AND PUBLIC SERVICE ACTIVITIES OF STAFF MEMBERS

Staff members who responded to our request for information reported the following activities:

Earl F. Cheit

Member, Publications Committee and Nominating Committee, Industrial Relations Research Association. Expert witness, special hearings on Employee Radiation Hazards and Workmen's Compensation held by the U. S. Joint Congressional Committee on Atomic Energy, March 17-19, 1959. Expert witness, Wisconsin Compensation Rating Bureau hearings. Consultant to study of rehabilitation in California, conducted by the California Department of Education and a Legislative Subcommittee. Adviser to Director of California Department of Industrial Relations on rehabilitation problems. Permanent Arbitrator under a five-year contract in the electrical industry. Ad hoc service as arbitrator.

C. West Churchman

Editor in Chief, Management Science and Philosophy of Science. Chairman, Research Committee of The Institute of Management Sciences. Co-chairman, Methodology Symposium sponsored by the Research Committee of The Institute of Management Sciences.

Margaret S. Gordon

Member, Governor's Commission on Employment and Retirement Problems of Older Workers, 1959- . Participant, conference on Age Discrimination in Hiring, Governor's Office, January 15, 1959. Member, American Social Welfare Research Committee, International Association of Gerontology. Member, Committee on Aging, Federation of Community Services, Alameda County. Expert witness, hearings of California Citizens' Advisory Committee on Aging, San Francisco, September 11-12, 1959.

Mason Haire

Consultant, Organization for European Economic Cooperation, and in this connection presented a seminar for European professors of business in Copenhagen, summer of 1958. Trustee, Foundation for Research in Human Behavior.

Emily H. Huntington

Member, Advisory Committee on the Adequacy of Grants, California State Department of Social Welfare, 1958-1959. Moderator, panel discussion, KPFA, May 14, 1959, on measures that might be taken for consumer protection.



Van Dusen Kennedy

Member, Academic Advisory Committee, San Francisco Port Study Project, Maritime Cargo Transportation Conference, National Science Council. Member, Panel on Labor-Management Relations in India, Conference on the United States and India in 1959, Committee for International Economic Growth, Washington, D. C., May 1959.

William Kornhauser

Consultant, Office of Science, U.S. Department of Defense.

Kunio Odaka

Member of panel on subject, "As Others See Us," World Affairs Council of Northern California, April 16, 1959.

Roy W. Radner

Associate Editor, Management Science. Editorial Collaborator, Journal of the American Statistical Association.

Arthur M. Ross

Chairman, Governor's Commission on Employment and Retirement Problems of Older Workers, 1959- . Vice President, National Academy of Arbitrators, 1957-1959. Special Representative of the Governor of Hawaii, 1958 Sugar Strike. Permanent Arbitrator, Convair Division of General Dynamics Corporation and Machinists' Union. Arbitrator for Firestone Tire and Rubber Company and United Rubber Workers. Chairman, Central Adjustment Board, California Canning Industry. Member, 15th American Assembly and chairman of discussion group, May 1959. Expert witness on labor legislation at request of House Committee on Labor. Ad hoc arbitrator in numerous industries.

Philip Selznick

Consultant, U. S. Department of Defense. Chairman, Task Group on Adjustment of Complex Organizations to Changing Demands, Office of Science, U. S. Department of Defense. Member, Research Advisory Committee, Trade Union Project, Fund for the Republic.

Lloyd Ulman

Member, panel on Union Democracy and Inflation, University Extension program, Sonoma Mission, February 1959. Member of round-table panel on unemployment, KPFA, May 6, 1959.

#### IV.

#### COMMUNITY SERVICE PROGRAMS

##### Introduction

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

## COMMUNITY SERVICES PROGRAM

### Introduction

The year 1958-1959 has been characterized by substantial changes in emphasis in the Community Services Program. One innovation was the presentation of an intensive professional seminar on labor-management arbitration, consisting of ten two-hour sessions led by Arthur M. Ross, Director of the Institute. Another was the introduction of a series of programs in Industrial Relations education for social studies teachers in high schools and junior colleges. In both the labor and management programs, there was somewhat greater concentration on conferences or workshops developed in cooperation with particular labor or management groups. At the same time, the Institute continued most of its regular programs, such as the monthly Management-University Seminar, the monthly Industrial Relations Seminar, and the monthly Labor Seminars in San Francisco and Oakland.

As the year drew to a close, plans were being developed for a Western Assembly, to be held in cooperation with the American Assembly of Columbia University. Modeled on the Fifteenth American Assembly held at Arden House in New York State in May of this year, the invitational meeting will be concerned with wage-price-profit-productivity relationships and will be planned in cooperation with the U.C.L.A. Institute.

Many of the changes in the Community Services Program were in line with recommendations that were made by a faculty committee, headed by Dr. Mason Haire, which reviewed the program in the winter of 1957-1958. Major points in the committee's recommendations were as follows:

1. Although major emphasis should continue to be placed on programs making available the results of academic thinking and research, the more "practical" type of training program for particular labor and management groups should not be neglected, since the Institute can play a useful role in assisting these groups with the problems involved in developing such programs, especially when new and unfamiliar approaches or techniques are to be utilized.
2. Consideration should be given to ways of improving and expanding the Industrial Relations Certificate Program, with a view to serving the needs of the community more effectively.
3. The Institute should move forward with plans for cooperation with the public schools in developing educational programs designed to provide better understanding of contemporary industrial society.

## A. Public and Joint Labor-Management Programs

### 1. 10th Annual Labor Relations Conference

On May 25 and 26, 1959, the Institute presented its 10th Annual Conference on Labor Relations at the Sheraton-Palace Hotel in San Francisco. The conference was given in cooperation with the California Metal Trades Association, California Labor Federation, AFL-CIO, Central Labor Council of Alameda County, Contra Costa County Central Labor Council, Distributors Association, Federated Employers of San Francisco, San Francisco Employers Council, San Mateo Central Labor Council, and United Employers, Inc.

The keynote address was given by Ewan Clague, Commissioner of Labor Statistics, United States Department of Labor, who spoke on the subject "Prices, Wages, and Productivity." Luncheon addresses, both on the subject of federal labor legislation, were given by Louis Sherman, General Counsel for the International Brotherhood of Electrical Workers and Counsel for the Building Service Trades Department of the AFL-CIO, and by Gerard Reilly, formerly Solicitor for the Department of Labor and a member of the National Labor Relations Board during 1941-1946. Both Mr. Reilly and Mr. Sherman are members of the Advisory Panel of the United States Senate Committee on Labor and Public Welfare.

Other conference sessions dealt with "The Hours of Work Issue," "Labor Relations in Public Agencies," "The Older Worker in the Labor Market," and "The Labor Program of the Brown Administration."

### 2. Social Studies Teachers Programs on Industrial Relations and Economics

During the past year over 400 teachers from the public schools of Northern California have been involved in one or more of the Institute's programs on Industrial Relations education for social studies teachers. This project, which was begun in 1958 in response to a suggestion from the Institute's Community Advisory Committee, has received enthusiastic response from teachers and school administrators.

Several different types of programs were developed and presented with the close cooperation of the local school districts. Some were co-sponsored by the Northern California Council on Economic Education. In each case the program was designed to fit the needs and interests of participating teachers.

In Petaluma and Modesto, the Institute presented one-day conferences on "Economic Issues in Modern Society." The Petaluma conference was

substituted for the traditional Business Education Day. Local labor and management representatives served as resource persons and workshop leaders in sessions on labor relations which were included in both conferences. Other workshop leaders and speakers were drawn from the faculties of the University of California, Stanford, San Jose State College, San Francisco State College, Naval Post Graduate School, and from the State Department of Education and other government agencies.

In both Petaluma and Modesto, the conferences were followed by more intensive follow-up meetings for special groups of teachers. These activities included meetings on teaching methods in economics and labor-management relations and also formal courses on economics and current economic issues. All the courses included material on industrial relations.

The Oakland School District program took a somewhat different form. Working closely with a Committee which included the Oakland Supervisor of Social Studies and teacher representatives from each of the five high schools of Oakland, the Institute planned and presented a five-week seminar on the "Worker and His Industrial Community." The seminar was conducted by Van Kennedy and Virginia Smith of the Institute. The staff included Leon Lee, Director of the Institute of Industrial Relations, San Jose State College; Earl Cheit, Acting Associate Professor of Economics, University of California, Berkeley; William Smith, Research Director, Federated Employers of San Francisco, Richard Groulx, Assistant Secretary, Alameda Central Labor Council; John Kinnick, International Vice-President of the International Office Workers Union, and John Bristow, Executive Vice-President, California Processors and Growers.

A number of members of the Oakland seminar formed study committees to consider ways of utilizing in their classes the information learned. City College teachers were particularly interested in becoming better acquainted with labor and management representatives in the East Bay Area and in discussing with these representatives appropriate industrial relations subject matter for students. It was also hoped that the meetings would allow the teachers to develop a panel of labor and management speakers that could be called on from time to time to address college classes. The Institute arranged a series of meetings between the teachers and representatives of labor and management to carry out these purposes.

The high school study committee became interested in the preparation of a pamphlet on labor-management relations which would be suitable for use by students. Under the direction of Virginia Smith of the Institute, the committee developed a style, format, and detailed outline for such a pamphlet. The first draft of the entire pamphlet

will be completed this year. It will then be submitted to labor and management leaders for their review and comment, and will then be tested in the classroom by the study committee teachers who will make recommendations for further revision before publication.

From the comments of the teachers themselves, it is clear that the programs have provided the teachers with information on labor-management relations that would have been difficult to obtain from any other source. Several other school districts have indicated interest in this type of program. There is no doubt that the Institute, in cooperation with other interested groups, would be in a position to present programs for many other school districts if it had adequate staff and resources to develop such programs.

### 3. Junior College Programs

The Junior Colleges of California are in a unique position to offer educational services to interested groups of adults. For some time, business has been aware of this opportunity and has arranged with junior colleges for various types of study programs that would provide supervisory, industrial management, and other types of education for their employees. Such junior college classes can be offered at a minimal cost to students. Labor unions could also have study programs arranged in subjects of interest to them, subjects such as labor relations, labor law, and grievance handling. Frequently, however, junior colleges do not have on their staffs specialists with sufficient background in industrial relations or with adequate labor union contacts necessary to develop these programs. The Institute is in an excellent position, through its Community Services staff, to help the junior colleges and labor unions plan and organize study or certificate programs which could be offered through the facilities of the junior colleges.

This year the Institute has begun a pilot project of this type with the College of San Mateo. Joint meetings have been held with the college administrators, a labor union committee, and a representative of the Institute. Plans are now being made for a certificate program primarily for union officials and members but open to anyone interested in labor relations, offered by San Mateo College with the cooperation and assistance of the Institute of Industrial Relations. The first classes for the certificate program will be offered in the fall of 1959.

### 4. 7th Annual Conference of the Association of State Mediation Agencies

The Institute cooperated with the Association of State Mediation Agencies in the presentation of its seventh annual national conference in Monterey, July 14-16, 1958. Representatives of all state mediation and conciliation services in the United States attended the program.

The keynote address at the conference was given by Arthur M. Ross, Director of the Institute, who spoke on the subject, "The Changing Face of Collective Bargaining." Other major speeches at the conference were given by: Dr. Evelyn Hooker, Research Associate in Psychology, UCLA, "Psychological Aspects of the Mediation Process"; Maurice I. Gershenson, Chief, Division of Labor Statistics and Research, California Department of Industrial Relations, "Can We Measure the Contributions of Mediation to Collective Bargaining?"; Julius J. Manson, Executive Director, New York State Board of Mediation, "Mediators and Their Qualifications"; Professor Theodore J. Kreps, Graduate School of Business, Stanford, "Challenge to Leadership in the New Industrial Society"; William J. Fallon, Chairman, Massachusetts board of Conciliation and Arbitration, "Trends in the Use of Mediation in Private Industry"; Edward Peters, Conciliator, California State Conciliation Services, "The Mediator: A Neutral, A Catalyst or A Leader?"; Richard Liebes, Research Director, Bay District Council of Building Service Employees, AFL-CIO, "Contributions of Mediation to the Development of Mature Collective Bargaining Relationships"; Eugene M. Purver, Director of Labor Relations, Columbia Broadcasting System, "The Mediator's Responsibilities." Proceedings of the conference were published in the October 1958 issue of the Labor Law Journal.

#### 5. Seminar on Labor-Management Arbitration

From November 4, 1958, to March 17, 1959, the Institute presented an intensive professional seminar on labor-management arbitration. The seminar consisted of ten two-hour afternoon sessions, under the leadership of Arthur M. Ross, Director of the Institute and nationally known arbitrator. In his presentations, Dr. Ross covered all phases of arbitration, including sessions on Development and Present Status of Arbitration; Types of Labor Arbitration; Investigation, Negotiation, The Submission Agreement and Other Preliminary Steps; Preparation and Presentation of Cases and Conduct of the Hearing; The Arbitration Decision; Substantive Issues in Labor-Management Arbitration; Industrial Discipline; Promotion, Layoff and Other Seniority Disputes; Arbitration of Wage Rates; Classification Disputes; Incentive and Workload Grievances; and Law of Arbitration.

A feature of the seminar was the provision of opportunities for participants to present arguments in practice cases, and to discuss with the leader and the other members of the seminar the basis on which decisions would be made in the practice cases. The seminar was attended by union officials, management representatives, and attorneys.

#### 6. Industrial Relations Certificate Program

For those interested in increasing their professional competence in industrial relations and personnel administration, the Institute

offers, through University Extension, a course of study leading to a Certificate of Industrial Relations. The Certificate is awarded upon satisfactory completion of an approved study program of eight courses selected from the twenty-four courses offered in evening classes and the ten courses offered by the Correspondence Division of University Extension. In developing their course outline, all certificate candidates are counseled by a member of the Institute staff.

Depending upon the number of courses a student takes each semester, ~~time~~ required to earn the Certificate varies from two to five years. Students taking a  $2\frac{1}{2}$  hour class one night a week throughout the year are able to earn the Certificate in three years. In Northern California, over 100 Certificates have been awarded since the establishment of the program in 1947. During this past year about 40 students have officially registered as candidates for the Certificate, and several hundred others have attended one or more classes included in the program.

#### 7. Industrial Relations Alumni Association

Extension students who have completed at least four courses in the Certificate program, or graduates of the regular University curriculum in industrial relations or labor economics are eligible for membership in the Industrial Relations Alumni Association. This group schedules regular dinner meetings to learn about and discuss current developments in labor relations and personnel administration, and to exchange views on problems of mutual interest to the labor, management and government members of the group.

Guest speakers during the past year have been Dr. Philip Taft, "AF of L from the Death of Compers to the Merger," Dr. Mason Haire, "Motivating the Employee," Mr. Gordon Louvau, "The American Office: Problems and Prophecies," Dr. Arthur M. Ross, "Future Trends in Industrial Relations," and Mr. Art Sugars, "Are You Really a Supervisor."

For the fall, the group is planning a one-day conference on current issues in labor relations to be held at the San Francisco Extension Center.

#### 8. Public Lectures

As one of its public services, the Institute presents free public lectures on industrial relations subjects by outstanding authorities.

During the 1958-1959 academic year, the following lectures were presented: Dr. Kenneth Walker, Professor of Psychology at the University of Western Australia, spoke on "Psychology and Industrial Relations"; Dr. Philip Taft, Professor of Economics at Brown



University and Visiting Professor of Business Administration at the University of California, gave a series of lectures on the American Labor Movement entitled, "Racketeering and Corruption," "Turning Points in American Labor History," and "American Labor: A Look to the Future."

9. The University of California Western Assembly

In cooperation with the American Assembly of Columbia University, a Western Assembly drawing participants from the Pacific Coast is scheduled for early October at Yosemite National Park. This invitational meeting will bring together representatives of education, government, labor, management, and the professions for four days of discussion of the urgent economic problems centering on wage-price-profit-productivity relationships. Papers prepared under the editorial supervision of Dr. Charles Myers of MIT will be available for background information, while two speakers of national prominence will highlight the program. Discussion sessions will be guided by members of the faculties of Western universities, including Arthur M. Ross and George H. Hildebrand, Directors, respectively, of the Northern and Southern sections of the Institute of Industrial Relations. The meeting is patterned after the Fifteenth American Assembly held at Arden House, Harriman, New York, April 30-May 3, 1959.

## B. Management Programs

### 1. Personnel Workshops

An important example of new programming in the management sector was the successful presentation of two Personnel Workshops on Testing and Interviewing in Employee Selection and Appraisal. The first of the two meetings, both of which were held at the San Francisco Extension Center, took place on December 9, 1958. The Workshop was planned with the active assistance and cooperation of Mrs. Barbara A. Kirk, Manager of the University's Counseling Center.

The subject matter was originally believed to have an appeal to a relatively small group of personnel managers and personnel technicians. Response to the first program in December was so heavy, however, that staff additions and space arrangements were made to accommodate some 80 participants. A second Workshop, planned and presented on March 18, 1959, was attended by about the same number of persons.

Professors Edwin E. Ghiselli and Joseph C. Speisman of the Department of Psychology addressed both sessions of the Workshop. William H. Smith, Secretary-Manager, Federated Employers of San Francisco, spoke at the December meeting. At both sessions the major job of discussion leadership was carried by members of the staff of the Counseling Center, including Mrs. Kirk and Drs. Henry H. Morgan, Herbert R. Hackett, Martin P. Weissman, Alexander R. Nurse, Robert E. Rabourn, Nancy T. Martin, and Lynne C. Rudikoff.

The Personnel Workshops was one of the first conference activities of the Institute in the field of personnel administration. As the result of evaluations received from participants in each of the sessions it is proposed that more such meetings be offered, particularly in subject areas of an indicated high order of interest such as wage and salary administration, performance appraisal, personnel testing, and techniques of the interview. Study and tabulation of evaluations made of the Personnel Workshops is still in process, with further subject matter and program suggestions expected to develop from this source.

### 2. Human Factors in Supervision and Leadership.

October of 1958 saw the renewal of our earlier efforts in this important field of human relations and supervision. Under the direction of Professors Lyman W. Porter of the Department of Psychology and Samuel G. Trull of the School of Business Administration, and eight-week Short Course on Human Factors in Supervision and Leadership was presented. Meeting once a week on the Berkeley campus, the course was attended by 30 persons representing approximately 25 companies.

Designed for those carrying supervisory responsibilities at intermediate levels of management, the short course featured discussion of the psychological aspects of supervision and leadership, with full opportunity for participants to raise for review and solution questions drawn from their managerial experience. Readings included Psychology in Management by Mason Haire and Personality and Organization by Chris Argyris.

We intend to offer the program again in the fall semester of this year, and, possibly, to continue the course on a once-a-year basis.

### 3. Continuing Discussion Programs

#### Management-University Seminar:

The Management-University Seminar, now in its fifth year, has continued under the leadership of Professor Mason Haire. Monthly seminar sessions are attended by invited members, and presidents and vice presidents of major Bay Area firms and employer associations. The seminar considers a broad range of management topics under the general heading "The Philosophy of Management." Sessions in recent months have, for example, reviewed several of the reports of the Committee for Economic Development, including: "Defense Against Inflation," "The American Economy 1959," "A Plan for Waging the Economic War," and "The New Role of the Soviets in the World Economy"; the American Management Association's publication on "Management Creeds and Philosophies"; and Peter F. Drucker's new book, Landmarks of Tomorrow.

Northcote Parkinson, author of Parkinson's Law, was a guest at the November session at which implications of his "law" were explored with reference to the business organization.

The seminar is intended for senior members of management and provides a continuing forum for systematic examination of economic and social problems underlying policy issues in management.

#### Industrial Relations Seminar:

An informal dinner-discussion group meeting monthly in San Francisco, the Industrial Relations Seminar is composed of Bay Area leaders in the labor relations and personnel fields. Major emphasis is placed on specific issues in labor-management relations and employee relations. The seminar provides a means of sharing information and comment on current trends and developments. The group has an invited membership of about 50 management representatives. Sessions this year

have been chaired by Professor Mason Haire and R. L. Raschen. Recent meetings have considered: current economic trends, with Dr. George H. Hildebrand of UCLA as guest speaker; the collective bargaining outlook, by William H. Smith, Secretary-Manager, Federated Employers of San Francisco; problems of industrial discipline, highlighted by Dr. Howard Vollmer, Program Head, Personnel Research, Stanford Research Institute; and California's current legislative scene, as reviewed by Caspar W. Weinberger, San Francisco attorney and former State Assemblyman.

#### Supervisors' Forum:

Forty line managers from a cross-section of Bay Area industry comprise the membership this year of the Supervisors' Forum. Monthly dinner meetings, moderated by R. L. Raschen of the Institute staff, consider supervisory problems and practices, with occasional guest speakers bringing to the Forum current information on labor relations and other management developments of interest and value to supervisory personnel. T. L. Keusseff, Plant Manager, Owens-Illinois Glass Company, Oakland, served as Chairman of the Forum's Governing Committee through 1958. For 1959, James D. George, General Superintendent, Joseph T. Ryerson & Son, Inc., Oakland, is Governing Committee Chairman. Other members of the Governing Committee include D. W. Cameron, Pacific Gas and Electric Company; G. N. Russell, Kaiser Aircraft and Electronics Corp.; H. D. Pruitt, Jr., Pacific Telephone & Telegraph Co.; and W. M. Tango, Nopco Chemical Company. Mr. Keusseff remains a member ex officio.

The Supervisors' Forum, first organized in 1950, emphasizes self-development of supervisory personnel and stresses individual participation in Forum meetings and activities.

#### 4. Special Management Activities

##### Supervisors' Forum Spring Conference:

The 6th Annual Spring Conference of the Supervisors' Forum was held at the Castlewood Country Club, Fleasanton, on May 2, 1959. Attended by approximately 90 management representatives, the conference opened with a keynote address given by Professor Mason Haire.

Leaders of conference discussion sections were G. C. Henry, Manager of Employment and Labor Relations, California Packing Corporation, who considered the role of the supervisor in developing a plant's labor relations "climate"; Paul M. Magoon,

Director of Employee Relations Services, California Metal Trades Association, who led sessions on management's expectations with respect to supervisory performance; and J. E. Dittus, Director of Quality, Joseph T. Ryerson & Son, Inc., Chicago, who handled the important topic of cost and quality considerations in the first-line manager's job.

D. J. Moothart, Office Manager, Longview Fibre Company, Oakland, served as chairman of the 1959 conference.

#### Kaiser Medical Care Entities Executive Conference and Seminars:

Feather River Inn was the site for the executive conference developed for and with senior medical, technical and administrative management of the Kaiser Medical Care Entities in Northern California. Approximately 90 members of the Kaiser organization met from September 7-10, 1958, for consideration of key factors in executive action and executive behavior, with specific attention to certain problems in organization and financial administration.

Five "follow-up" Seminars were held at the Hotel Leamington, Oakland, from October 1958 through January 1959, at which topics discussed at the Feather River sessions were explored in more detail with the same faculty.

Faculty for the Conference and Seminars included Professors Leon Festinger of the Department of Psychology, Stanford University, William C. Schutz of the U. C. Institute of Personality Assessment and Research; Mason Haire of the U. C. Psychology Department and Institute staff member; and William J. Vatter and John T. Wheeler of the School of Business Administration.

#### Special Course in Conference Leadership:

Management personnel of the Berkeley plant of the Colgate-Palmolive Company attended a short course on conference leadership developed at the company's request. Under the direction of Dr. Herbert R. Hackett of the University's Counseling Center, the group of approximately fourteen managers met once weekly over a ten-week period, starting in December, 1958, for discussion and practice sessions on conference-leading techniques and problems in communications.

## 5. Other Services

As part of its continuing program of community service, the Institute offers informal consultation on a variety of subjects, ranging from the design of, and resources for, training and educational activities to suggestion of qualified candidates for industrial relations and personnel positions and the furnishing of speakers for management and other meetings in the area. Providing liaison between the University and the business community is viewed as an important part of the community services program.

## FUTURE ACTIVITIES

The coming year's proposed programs fall into four fairly specific categories. These are:

1. The development of the "personnel workshop" format on specific personnel topics as indicated earlier in this report. The one-day meeting serves well as an introduction to certain subject areas, and provides a needed meeting for many in the personnel field who lack the opportunity to exchange information with colleagues from other organizations.
2. Further work on the short, intensive course designed to provide somewhat more complete coverage of subject matter than can be achieved in a conference or workshop setting. The "short course," making use of University faculty and management representatives, has proved an excellent method of presenting both "academic" and "practical" material in industrial relations and personnel administration. Specifically in prospect this coming year are three "short courses," including (a) "Human Factors in Supervision and Leadership," (b) an intensive presentation of material on California's systems of unemployment compensation, disability insurance, and workmen's compensation, on which preliminary discussions have been held with prospective instructors, Professor Earl Cheit of the Institute staff and Ray Jewell, Referee with the California Department of Employment, and (c) a series of sessions on problems in salary administration, in which wage and salary administrators from industry will carry the responsibility for presentation. Preliminary discussions have been held with R. S. Hunsinger, Assistant Vice President, Bank of America, National Trust and Savings Association, San Francisco, and others.
3. Expansion of programs planned in cooperation with individual companies and employer associations, such as that carried on with the Kaiser Medical Care Entities. Flexibility of programming remains an outstanding feature of these single-organization activities. It is also evident that the joint efforts of University and management personnel in the presentation of such initial programs assist an organization in possible future efforts to develop training programs minimizing University participation. Preliminary discussions have already been held with representatives of the Kaiser Engineers, with tentative plans now complete for an executive conference and seminar series opening in September 1959. Professors Mason Haire and William J. Vatter have participated in these discussions.

4. Continuation of at least three regular dinner-discussion groups aimed at various levels of management and offering a means for exchange of information and opinion on labor-management relations, personnel administration, and supervisory practice.



## C. Labor Programs

### 1. Unemployment and the Consumer

The 1958 recession and the increasing interest of organized labor in consumer affairs prompted the presentation by the Institute of a two-day conference in June 1958 on "Unemployment and the Consumer." The conference was given in cooperation with Consumers Union and a number of labor, cooperative, and other organizations. Addresses at the conference included "The Outlook for the Consumer," by President Colston Warne of Consumers Union; "How to End the Recession," by Peter Henle of the AFL-CIO Research Department; "Government Agencies and the Protection of the Consumer," by Dr. Dow Votaw of the University of California; "Trade Unionism and the Consumer," by President Thomas L. Pitts of the California State Federation of Labor; "Intelligent Buying in a Recession," by Sidney Margolius of Consumers Union; "The Role of Cooperatives in a Recession," by Robert L. Smith, Director of Public Relations of the Palo Alto Cooperative Society; "The Role of Credit Unions in a Recession," by Vance Austin, Managing Director of the Credit Union National Association; and "Consumption Management: A New Trade Union Function," by Dr. Theodore Kreps of Stanford University. The conference, which was held at Asilomar, was attended by some 200 people.

### 2. American Federation of Teachers Conference

The fourth annual conference given in cooperation with the American Federation of Teachers was held on the Berkeley campus in the week August 4-8, 1958. As before, the morning sessions were taken up by the presentation, in cooperation with the School of Education, of a 1-unit course in education. The subject of the course was "Sociological Factors in Teaching"; the instructor was Dr. Martin B. Trow, Assistant Professor of Sociology and of Education. The afternoons of the conference were taken up in discussion of a series of subjects including school finance, legal problems in teacher organization, and general labor legislation. Some 30 teachers attended the conference.

### 3. Western Guild Seminar

A training conference for members and officers of the California-Nevada District of the Newspaper Guild was held July 31-August 3, 1958, at Santa Rosa. Speakers at the conference included Dr. Theodore Kreps of Stanford University, Dr. Earl Cheit of the Institute of Industrial Relations, Dr. Joseph Speisman of the Department of Psychology on the Berkeley campus, and Mathew O. Tobriner, labor attorney of San Francisco. Panel and open discussions were held on collective bargaining, contract enforcement, and other trade union problems. About 40 members of the American Newspaper Guild attended the conference.

#### 4. Chemical Workers Seminar

A two-day seminar for local officers of the International Chemical Workers Union in Northern California was held at International House in August 1958. Topics and speakers at the seminar were "Economic Trends and Unemployment," by Dr. William Goldner of the Institute; "Procedures and Legal Rights in Workmen's Compensation," by Henry Todd, San Francisco attorney; "Human Relations: the Shop Steward and the Member," by Dr. Fred Stripp of the Department of Speech on the Berkeley campus; "What's Ahead in Health and Welfare," by Mrs. Helen Nelson, Assistant Chief of the Division of Labor Statistics and Research of the State Department of Industrial Relations; and "What's Wrong with Workmen's Compensation?" by Dr. Earl Cheit of the Institute. About 30 shop stewards of the ICWU participated in the conference.

#### 5. Consumers Seminar

As a result of recommendations made at the June conference on consumer problems, a one-day seminar was held on October 11, 1958. The seminar was attended by representatives of a number of organizations interested in educational activities in the consumer field.

#### 6. Labor Press Conference

The Tenth Annual Labor Press Conference, presented in cooperation with the California State Federation of Labor, took place November 22-23, 1958, at Monterey. Topics and speakers during the two-day conference included: "The 1958 Election: Its significance for Labor," by Dr. Irving Bernstein of the Institute of Industrial Relations at UCLA; "A Pollster Looks at the Election," by Hal Dunleavy, a public opinion analyst of San Francisco; and "Labor and the State Legislature: The Prospect," by Thomas L. Pitts, President of the California State Federation of Labor. Other addresses and speakers were: "The Advertising Ethics of the Labor Press," by Louis Burgess, editor of the East Bay Labor Journal and Lloyd Smith of the Olympic Press; "What the Russians are Told," by Dr. Peter Odegard of the Department of Political Science at the University of California; "Retractions in the Press," by Dr. Albert Pickerell of the University of California Department of Journalism; and "Freedom of Speech and the Press," by Dr. Currin V. Shields, Department of Political Science at UCLA. About 50 labor editors and union officials attended the conference.

#### 7. Labor Relations in Public Employment

The second conference presented by the Institute on labor relations in public employment took place at the Leamington Hotel, Oakland, on February 7, 1959. The conference was presented in cooperation with state and local organizations of the American Federation of Government Employees, the American Federation of State, County, and Municipal Employees, the American Federation of Teachers, the Building Service Employees International Union, the International

Association of Fire Fighters, the International Association of Machinists, the International Brotherhood of Electrical Workers, the International Union of Operating Engineers, the National Association of Letter Carriers, and the National Association of Post Office Clerks. The conference opened with an address by Dr. Irving Bernstein of the Institute at UCLA on "A Labor Relations Policy for Public Employees." Dr. Bernstein's talk was followed by a panel discussion on the subject between Dr. Frank Newman, Professor of Law at Boalt Hall (Chairman); Dr. Jacob Abers, Chief, Inspection and Classification Division of the 12th U. S. Civil Service Region in San Francisco; Leonard Hardie, Industrial Relations Officer, Military Sea Transportation Service, Pacific Area, Fort Mason; and John Dana, Chief, Wages and Industrial Relations Division, Bureau of Labor Statistics, U. S. Department of Labor, Regional Officer, San Francisco. Problems arising in state and local government were discussed by a panel composed of Dr. Van Dusen Kennedy, Institute of Industrial Relations, University of California (Chairman); Robert S. Ash, Secretary-Treasurer, Central Labor Council of Alameda County and Member, California State Personnel Board; Assemblyman Philip Burton of San Francisco; and Stanley Neyhart, attorney of San Francisco. A luncheon address on "The Political Rights of Public Employees" was given by Dr. Joseph Harris of the Department of Political Science at the University of California. The afternoon session began with a talk on "The Grievance Process in Public Employment," by Dr. Earl Cheit of the Institute. His address was followed by two panel discussions, one at the federal level, the other at the state and local level. The federal panel was composed of Dr. Mason Haire, Department of Psychology, University of California (Chairman); Arnold O. Anderson, Industrial Relations Officer, U. S. Naval Air Station; Albert G. Bergeson, Regional Personnel Manager, San Francisco Region, Post Office Department; and John J. Boyle, Field Representative, Housing and Home Finance Agency, Region 6, San Francisco. The state and local panel was composed of Dr. Joseph Garbarino, Institute of Industrial Relations, University of California (Chairman); Joseph Grodin, San Francisco attorney; John J. King, Grand Lodge Representative, International Association of Machinists and Member, Oakland Board of Education; and Helen Nelson, Division of Research and Labor Statistics, California State Department of Industrial Relations. About 250 people attended the conference, the proceedings of which are being published by the Institute.

#### 8. Chemical Workers Seminar

A second weekend seminar for shop stewards and other officers of the International Chemical Workers Union was held at International House on April 25-26, 1959. The conference mainly involved discussion of three problems: "Problems in Workmen's Compensation," "Economic Problems and Collective Bargaining," and "Arbitration: What to Do and How to Do It."

#### 9. Railroad Brotherhoods Conference

A two-day training conference for local officers of the Brotherhood

of Railroad Trainmen and the Brotherhood of Firemen and Enginemen was held in May 1959. Topics and speakers included: "Effective Communications," by Dr. Fred Stripp, Department of Speech, University of California; "The Structure and Operations of the Taft-Hartley Act" (a discussion for bus operators affiliated with the Railroad Trainmen), by Louis Penfield, Chief Law Officer, National Labor Relations Board, 20th Region, San Francisco; "The State Workmen's Compensation Act," by Dr. Earl Cheit; and "Problems in Arbitration," by Dr. Arthur M. Ross. The conference was presented in cooperation with both unions as part of their joint nationwide education program.

#### 10. Labor Seminars

The San Francisco Labor Seminar and the East Bay Labor Seminar, monthly luncheon meetings for full-time union representatives, have continued throughout the year. Speakers have included Dr. Peter Odegard on the 1958 election; Dr. Earl Cheit on unemployment compensation; John Henning, then Director of Research for the California State Federation of Labor, on current labor problems; and several appearances by various labor attorneys on current problems in labor law and legislation.

### FUTURE ACTIVITIES

As in the past, an attempt will be made in the coming year to concentrate on programs which (I) are designed to satisfy a subject-matter interest of one or more unions; or (II) represent an area of speculation or experiment into which individual labor organizations would not be likely to venture alone; or (III) result in some continuing activity. Examples of each category follow:

- I. (1) The subject of labor relations in public employment is one of growing interest to those involved. Annual conferences on the subject will therefore be continued, and other activities added. In response to inquiries about more specialized conferences, the Institute will hold three separate conferences this fall -- one for federal employees, one for state employees, and one for local government employees.
- (2) No educational activities centering around the special problems of unions in the building trades have ever been held under University sponsorship in California. This fall, the first such conference will be given, covering problems such as seasonal variations, winter work, technological change, hiring procedures, and technical training. Preliminary conversations have already been held with the California State Council of Carpenters on the matter of co-sponsorship.

(3) Standing commitments to various organizations will continue. This year's annual week-long institute with the California Labor Federation will be held in October, followed immediately by the 11th annual labor press conference. Individual training conferences with the teachers, chemical workers, and railroad brotherhoods will continue.

(4) The Institute has been asked by the International Labor Press Association, AFL-CIO, to judge the entries for this year's annual ILPA Contest. Arrangements have been made with the Department of Journalism to make the awards, which will be presented during the AFL-CIO convention in San Francisco this September.

- II. One of the most successful of recent Labor Program presentations was "Labor and the Free Society," an invitational seminar financed by the Fund for the Republic and held in September 1957. The conference was attended by 25 trade union leaders from the Bay Area. Discussions revolved around the responsibilities of unions and union leaders in a free society. Because of the success of the conference, it has been decided to attempt the presentation of a similar conference this October, and to make it an annual affair thereafter, if possible.

On similar lines, a series of biennial three-day conferences have been proposed on the general subject of "Labor and the Good Society." The subject matter of these conferences will be somewhat broader than that of the "free society" conference, which was largely confined to issues directly impinging upon civil liberties. The new series will be concerned with such problems as trade unionism and the public interest, the character of trade union leadership, trade unionism in the underdeveloped areas, and the cultural influence of labor movements. An application for a grant is being prepared for submission to the Fund for Adult Education of the Ford Foundation.

A conference on "Health Insurance for the Older Worker" is being presented in cooperation with the California Labor Federation later in June. The Institute's long-term research program into problems of the older worker will be utilized.

- III. Since 1956, the Labor Program has engaged in various health education activities and has helped to institute two permanent labor bodies, the East Bay Labor Health and Welfare Council and the Contra Costa Health and Welfare Council. Both organizations are still active, and provide services for their affiliates in Alameda and Contra Costa counties.

The interest in consumer problems on the part of many labor organizations has prompted a similar effort in the consumer field. A second conference on consumer problems, to be presented in cooperation with the California Labor Federation, will be held early in July.