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PROGRESS REPORT 1957-1958

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RESEARCH  
AND  
COMMUNITY  
SERVICES

INSTITUTE OF INDUSTRIAL RELATIONS (B)  
UNIVERSITY OF CALIFORNIA  
BERKELEY  
MAY 1958

P R O G R E S S   R E P O R T

1957 - 1958

R E S E A R C H   A N D   C O M M U N I T Y   S E R V I C E S

Institute of Industrial Relations  
University of California  
Berkeley

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

May 1958

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## II.

### RESEARCH PROGRAMS

#### Introduction

- A. Publications, May 1957 to date
- B. Research in Progress

## RESEARCH PROGRAM

### Introduction

The year 1957-58 was marked by a number of changes in the Institute's research program, as old projects were completed and new projects got under way. The result is a program which is not only substantially expanded but also broader in scope. Extra-mural grants have played a significant role in facilitating this expansion.

Early in the summer of 1957, Dr. Earl F. Cheit began work on the statewide sample survey which forms the core of the Institute's three-year study of Occupational Disability, for which we received a Ford Foundation grant a year ago. Working in close consultation with the faculty committee which is guiding the project, Cheit and his assistants have developed sample plans, drawn a statewide sample of approximately 1650 occupationally disabled workers, developed interview schedules, and are now well along on their program of interviewing. Interviews in the San Francisco Bay and Sacramento area have been largely completed, while those in the Los Angeles area and several other parts of the state are now getting under way. The cooperation of the Industrial Accident Commission in connection with the various problems involved in drawing the sample has been most valuable.

Another major development of 1957-58 has been the formation of a research group in the management sciences, which, in its initial stages, will be associated with the Institute of Industrial Relations. The group will be under the leadership of C. West Churchman, who has recently joined the faculty of the School of Business Administration and is widely known for his pioneering work in the field of operations research. Major emphasis will be on problems of organization and decision theory. During the summer of 1958, a number of experts in this general field of research will come together at the Institute for intensive discussion and individual or group research. They will include, in addition to Churchman, Professors Minsky and Radner of the Economics Department, Professors Balderston, Hoggatt, and Rogers of the Business School, and Professor Jacob Marschak of the Cowles Commission and Yale University. Churchman, Radner, and Rogers will also be members of the Institute's research staff during the academic year 1958-59, and it is anticipated that this group will be expanded in 1959-60.

Four members of the Institute staff (Walter Galenson, Seymour M. Lipset, Philip Selznick, and Director Arthur M. Ross) are developing plans for research projects associated with a broad investigation of Labor in a Free Society which is being conducted by a committee headed by President-elect Clark Kerr. These studies have, at least in part, been stimulated by the widespread interest in problems of union democracy and responsibility of union leadership that has developed in the last few years.

In addition, the Institute has received two other extra-mural grants in support of research during the current year. The Foundation for Research in Human Behavior has made funds available for a three-year study of the Process of Growth in Industrial Organizations, which is being directed by Professor Mason Haire. The study will be particularly concerned with the functional and organizational changes which accompany expansion in the size of industrial firms. The second extra-mural grant, made available by the National Institute of Mental Health, will facilitate the completion of the study of the Social and Psychological Aspects of Aging which was initiated as part of the Rockefeller-financed study of aging in an industrial society.

The number of publications issued or accepted for publication during 1957-58 has been larger than in any previous year. During the last few years we have noted, in our annual reports, a trend toward greater emphasis on book-length manuscripts which has been associated with the maturing of the Institute's research program. This year four books have been sent to the press, and several others are in the final stages of completion. In addition, an unprecedentedly large number of reprints has been issued or accepted for inclusion in our reprint series, while two popular pamphlets and a final monograph in the West Coast Collective Bargaining Series have been published.



A. PUBLICATIONS, MAY 1957 TO DATE

## PUBLICATIONS ISSUED

## Books:

Economic Backwardness and Economic Growth: Studies in the Theory of Economic Development, by Harvey Leibenstein (New York: John Wiley and Sons, Inc., 1957).

## West Coast Collective Bargaining Series:

Industrial Relations in the West Coast Maritime Industry, by Betty V. H. Schneider (1958).

## Popular Pamphlets:

Unemployment Insurance, by Margaret S. Gordon and Ralph W. Amerson (1957).

Automation: Technology's New Face, by Jack Rogers (1958).

## Proceedings of Conferences:

Health and Welfare: Proceedings of a conference at Santa Barbara, July 21-26, 1957, in cooperation with California State Federation of Labor (1958).

Equal Employment Opportunity: Proceedings of a conference at San Francisco, December 11, 1957, in cooperation with San Francisco Commission on Equal Employment Opportunity, and Federated Employers of San Francisco (1958).

## Reprints:

No. 88. "Trade Unionism in the British West Indies," by William H. Knowles. Reprinted from Monthly Labor Review, 1956.

No. 89. "The Theory of Underemployment in Backward Economies," by Harvey Leibenstein. Reprinted from The Journal of Political Economy, 1957.

- No. 90. "Wage Relationships -- the Comparative Impact of Market and Power Forces," by Clark Kerr. Reprinted from The Theory of Wage Determination, proceedings of a conference held at the International Economic Association, 1957.
- No. 91. "Corruption in American Trade Unions," by John Hutchinson. Reprinted from The Political Quarterly, 1957.
- No. 92. "The External Wage Structure," by Arthur M. Ross. Reprinted from New Concepts in Wage Determination, 1957.
- No. 93. "Labor's Income Share and the Labor Movement," by Clark Kerr. Reprinted from New Concepts in Wage Determination, 1957.
- No. 94. "The Arbitration of Discharge Cases: What Happens After Reinstatement," by Arthur M. Ross. Reprinted from Critical Issues in Labor Arbitration, 1957.
- No. 95. "Personnel Problems in Public Schools: 1. The Development of a Grievance Procedure in the Public Schools, and 2. Barriers to the Development of Effective Personnel Practice in Public School Organization," by Jack London. Reprinted from Educational Administration and Supervision, 1957.
- No. 96. "Productivity and Labour Relations," by Clark Kerr. Reprinted from Productivity and Progress, 1957.
- No. 97. "Trends and Current Issues in Social Insurance," by Herman M. Somers and Anne R. Somers. Reprinted from proceedings of the ninth annual meeting of Industrial Relations Research Association, 1957.
- No. 98. "Plant Relocation and Job Security: A Case Study," by Margaret S. Gordon and Ann H. McCorry. Reprinted from Industrial and Labor Relations Review, 1957.
- No. 99. "Myth and Reality in Workmen's Compensation," by Herman M. Somers. Reprinted from Workmen's Compensation Problems, 1956.
- No. 100. "Reflections on the Writing of Labor History," by Walter Galenson. Reprinted from Industrial and Labor Relations Review, 1957.
- No. 101. "The Use of Psychology in Industry: A Trade Union Point of View," by William Gomberg. Reprinted from Management Science, 1957.
- No. 102. "A Structural Model of the U. S. Labor Market," by Orme W. Phelps. Reprinted from Industrial and Labor Relations Review, 1957.

- No. 103. "School Children's Perceptions of Labor and Management," by Mason Haire and Florence Morrison. Reprinted from The Journal of Social Psychology, 1957
- No. 104. "The Well-Aged Arbitration Case," by Arthur M. Ross. Reprinted from Industrial and Labor Relations Review, 1958.
- No. 105. "Radiation Hazards: A New Challenge to Workmen's Compensation," by Earl F. Cheit. Reprinted from The Insurance Law Journal, 1957.
- No. 106. "Reference Group Theory and Trade Union Wage Policy," by Seymour Martin Lipset and Martin Trow. Reprinted from Common Frontiers of the Social Sciences, 1957.
- No. 107. "Plant Sociology: The Elite and the Aborigines," by Clark Kerr and Lloyd H. Fisher. Reprinted from Common Frontiers of the Social Sciences, 1957.

#### PUBLICATIONS AT THE PRESS

##### Books:

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

Social Mobility in an Industrial Society, by Seymour Martin Lipset and Reinhard Bendix (accepted for publication by the University of California Press).

The Older Worker in Industry: A Study of the Attitudes of Industrial Workers Toward Aging and Retirement, by G. Hamilton Crook and Martin Heinsteint (being published by the Institute).

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

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

Labor and Economic Development, a volume of essays edited by Walter Galenson (accepted for publication by John Wiley and Sons).

## TO BE PUBLISHED

## Reprints:

"Collective Bargaining, or Legal Enactment? The Austrian Development," by Charles A. Gulick. To be reprinted from International Review of Social History.

"The Prospects for Wages and Hours of Work in 1975," by Clark Kerr. To be reprinted from a volume to be published by Michigan State University Press.

"Social Mobility and the American Business Elite," by Reinhard Bendix. To be reprinted from The British Journal of Sociology.

"The Economic Significance of Automatic Wage Adjustments," by Joseph W. Garbarino. To be reprinted from a volume of essays sponsored by Industrial Relations Research Association.

"The Conceptual and Legislative Framework of Labor Relations in India," by Van Dusen Kennedy. To be reprinted from Industrial and Labor Relations Review.

"Socialism -- Left and Right -- East and West," by Seymour M. Lipset. To be reprinted from Confluence.

"Labor Market Factors and Skill Differentials in Wage Rates," by William Goldner. To be reprinted from Industrial Relations Research Association conference proceedings.

"Trial and Transition: Trends and Prospects in Voluntary Health Insurance," by Herman M. Somers and Anne R. Somers. To be reprinted from California Law Review.

"Industrial Conflict and the Role of Unions in Developing Areas," by William H. Knowles. To be reprinted from volume on Problems of Underdeveloped Areas.

"1937: The Turning Point for American Labor," by Walter Galenson. To be reprinted from Essays in Honor of Professor Zeuthen.

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

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

Mr. Knight has completed a lengthy book covering the period from 1900 through the first World War, which will be sent to the press within the next month.

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

This project, which is now in its second 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, Roger Lapham, Jennie Matyas, and Paul St. Sure. Other interviews are in varying stages of completion.

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

A study of intra-organizational attempts at 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. Trends in Wages and Productivity. Clark Kerr

A paper which is being prepared for the American Assembly.

## ECONOMIC SECURITY PROGRAMS

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

This study takes the form of an analysis and evaluation of the development of selected health and welfare plans in the San Francisco Bay Area. Professor Garbarino is now completing a book-length manuscript reporting the results of the study.

2. 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 1650 occupationally disabled workers in California, which is under the direction of Dr. Cheit. Work on the survey is well under way, and it is anticipated that the 1650 interviews will be completed by October 1958.

3. Studies in Selected Social Security Problems. Margaret S. Gordon.

A lengthy chapter on "Economic Security for Older Persons" has been completed for a volume on social gerontology which is being edited by Clark Tibbitts. This will be followed by a more intensive study in the social insurance field which will get under way next fall.

## THE LABOR MARKET AND LABOR MOBILITY

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

Three of the seven studies emerging from this project have been published and two others are at the press (see list of publications). In addition, the following two monographs are approaching completion or are in the final stages of revision:

- a. Social and Psychological Aspects of Aging and Retirement, by ~~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, Dr. Suzanne Reichard assumed major responsibility for completion of the monograph.)

b. Employer Policies and the Older Worker, by Margaret S. Gordon.

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

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

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

Studies of the changing nature of job rights approached from the point of view of the sociology of the law. Selznick is writing a book on the more general aspects of the problem, and Vollmer has been conducting this year a survey of workers' attitudes toward job rights, based on interviews conducted in selected Bay Area firms.

4. The Suburbanization of Factory Workers. Reinhard Bendix and Bennett Berger.

A study of the impact of the Richmond-Milpitas move on the social and economic attitudes of a sample of approximately 100 Ford plant workers.

#### 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.

This study, which is now in the planning stage, will be based on a nationwide survey of a sample of workers. It is part of a broader group of studies concerned with the problem of labor in a free society.

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

A study based, in large part, on secondary analysis of data collected in a number of sample surveys (including several nationwide surveys) in which information on union membership, as well as on numerous other attributes of the respondents, was obtained.

3. Fiduciary Aspects of Union Leadership. Arthur M. Ross.

This study will develop the implications of a fiduciary duty to the rank and file, and consider the relative contributions of self-discipline, legislation, and the common law in the enforcement of such a duty.

4. The Influence of Trade Union Structure and Practices upon Democracy and the Status of the Individual Worker. Walter Galenson.

This study will be concerned with an analysis of trade union structure and practices in selected European countries with a view to determining the impact of structural features on the prevalence of democracy within trade unions and to assessing American trade union structure in relation to this background.

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

An inter-university study, conducted under a grant from the Ford Foundation, in which the Institute is participating. The project involves a comparative appraisal of the relationships between industrialization, managerial leadership, and the wage-earning groups in selected countries throughout the world. The work at the Institute on this project is being directed by Clark Kerr. Two volumes have been published, as well as a number of articles. Other studies being conducted under this project and scheduled for completion in the near future include the following:

- a. Class Relations and Industrialization, with special reference to Germany. Reinhard Bendix.
- b. Industrialization and the Labor Movement in Japan. Robert Scalapino.
- c. The Labor Movement in Under-developed Areas, a second volume of essays edited by Walter Galenson, and including essays by Kerr, Choh Ming Li, and other authors.

6. Professional Independence and the Large Organization. William Kornhauser.

An analysis of the factors encouraging or inhibiting the independence of professional workers, including such factors as (1) the type of work situation, (2) the strength of the professional group, and (3) mechanisms of training. The approach will be primarily empirical, beginning with a pilot study of chemists and engineers.



7. Studies of Various Aspects of Trade Union Government and Politics. John Hutchinson.

Hutchinson's article on "Corruption in American Trade Unions" was the first publication emerging from this group of studies, and is to be followed by a longer manuscript in the same general area.

#### INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

1. An Appraisal of the Human Relations Movement. William H. Knowles.

The human relations movement, which had its origins in the work of Elton Mayo and associates, has grown into a movement of major proportions in both the United States and England since World War II. In spite of a wealth of empirical studies, hardly any work has been done in analyzing, comparing, contrasting, synthesizing, and generalizing from the literature on human relations. Dr. Knowles' study, which is now well under way, will attempt to fill this gap.

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. In addition, the study is designed to aid in the development of Institute research relating to managerial problems.

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

The Institute has received a three-year grant from the Foundation for Research in Human Behavior for Dr. Haire's study. It will consist of a theoretical and empirical investigation of the relationship between the size of industrial enterprises and their structural organization.

#### ORGANIZATION AND DECISION THEORY

1. Special Summer Research Program in the Management Sciences.

As an initial step toward the formation of a research group in the management sciences, the Institute will sponsor a special summer research program with particular emphasis on organization and

decision-making theory in the summer of 1958. Professors Churchman, Radner, Anton, Minaky, Balderston, Hoggatt and Rogers will be associated with this program, as well as Professor Jacob Marschak of Yale University, who is expected to be here during the summer. In addition, the following three projects in the management science field will be undertaken during the academic year 1958-59.

2. Decision-making Processes at Various Levels. Jack Rogers.

Rogers is interested in analyzing two types of problems: (1) those arising from the fact that programs that are individually optimal for organization segments or levels do not necessarily result in full optimization, and (2) those concerned with the possible impact of high-speed calculating and data-processing equipment on the development of optimal standards and organization design for effective control.

3. The Organization of Decision Processes. Roy W. Radner.

Radner proposes to continue a study of this problem which was initiated in collaboration with Jacob Marschak. Their approach applies the concepts of statistical decision theory and the theory of games.

4. The Role of Values and Conflicting Interests in Organization Decision-making. C. West Churchman.

Although product and market functions often conflict, it is not clear that this conflict is undesirable, and indeed in many cases under proper executive control the conflict of function makes the organization perform better rather than worse. Churchman is interested in the conditions under which conflict generates optimal organizational decisions and in the implications of this concept of an organization for the general theory of value.

### III.

#### COMMUNITY SERVICE PROGRAMS

##### Introduction

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

## COMMUNITY SERVICES PROGRAM

### Introduction

Although few major changes in emphasis have occurred in the Institute's community services program during the current academic year, a number of plans have been developed which are likely to result in gradual expansion of activity during the next few years. With the return of Virginia Smith from a year in England on a Fulbright Fellowship, it has been possible to give somewhat greater emphasis to public and joint labor-management programs, while the return of Robert Raschen to the Institute staff after several years' absence has had a similar impact on the management program. Meanwhile, John Hutchinson has continued to arrange a large number of programs for labor groups.

During the winter of 1957-58, a faculty committee, under the chairmanship of Professor Mason Haire, was appointed to conduct a general review of the Institute's community services program. The committee's recommendations included the following points:

1. Since the Institute is in a position to serve the community through the presentation of programs conducted at a relatively high intellectual level, and making available the results of academic thinking and research, major emphasis should continue to be placed on this type of program
2. Nevertheless, 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
3. 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
4. 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 suggestion that the Institute develop such a program was made at last year's meeting of our Community Advisory Committee.)

Another major development has been the initiation of plans for a series of 13 television programs, to be presented over station KQED. Under Institute sponsorship, programs of half-hour length will feature discussion of various aspects of industrial relations by experts from labor, management, and the University faculty.

## A. PUBLIC AND JOINT MANAGEMENT-LABOR PROGRAMS

### CONTINUING ACTIVITIES

#### 1. 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 2½ hour class one night a week throughout the year are able to earn the Certificate in three years. In Northern California, almost 100 Certificates have been awarded since the establishment of the program in 1947. During this past year over 50 students have officially registered as candidates for the Certificate, and several hundred others have attended one or more classes included in the program.

Working with management and labor leaders in the Bay Area, the Institute is presently developing plans for improvement and expansion of the Certificate program. It is anticipated that a portion of these plans will take effect in the Fall Semester of 1958.

#### 2. Industrial Relations Alumni Association

Extension students who have completed at least four courses in the Certificate program, or graduates of the regular University curriculum in industrial relations or labor economics are eligible for membership in the Industrial Relations Alumni Association. 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. William Gomberg, Professor of Industrial Engineering at Washington University and a former official of the ILGWU, "Problems and Conflicts in the American Labor Movement"; Ralph Showalter, International Representative, UAW, "The UAW Profit-Sharing Proposal"; Doria MacDonald,

Personnel Technician, University of California, and Cleo Johnson, Job Analyst, Capwell's of Oakland, "Formalized Wage Administration Policies"; and Virginia B. Smith, Institute of Industrial Relations, University of California, "Workers' Education and Management Training Programs in England." The year's program also included a discussion on the handling of grievances which was held following a showing of the film "The Grievance"; a tour and explanation of the new Electronic Processing Data Center at the San Francisco branch of the Bank of America; and a panel discussion on "Right to Work" presented by members of the Association with Dr. William Knowles, School of Business Administration, University of California, serving as chairman.

### 3. Film Seminars

As a service to those with educational responsibilities in industry and labor, the Institute is holding occasional seminars in which a group of films on some phase of industrial relations is shown and discussed. The seminar provides an opportunity to preview films in the University collection and to exchange views on their suitability and methods of use in various types of educational programs. The discussion also provides useful information for Institute staff members who are often requested by unions, companies, and other groups to recommend films for use in specific programs.

## CONFERENCES AND SPECIAL ACTIVITIES

### 1. Conference on Equal Employment Opportunities

On December 11, at the Mark Hopkins Hotel, San Francisco, the Institute, in cooperation with the Bureau of Public Administration, University of California, Berkeley, the San Francisco Commission on Equal Employment Opportunity, and Federated Employers of San Francisco presented a one-day conference on Equal Employment Opportunity. Over 150 representatives of management, labor, government, and civic groups attended the conference. Judge C. J. Goodell, Chairman of San Francisco's new Commission on Equal Employment Opportunity explained the major provisions of the San Francisco Ordinance. Featured speakers at the conference were Elmer A. Carter, member of the New York State Commission Against Discrimination, and George Schermer, Executive Director of the Philadelphia Commission on Human Relations, who told about experience under their anti-discrimination acts.

An afternoon symposium dealt with the problems encountered in the removal of employment barriers in the Bay Area. Participants in this session were Roger D. Lapham, San Francisco Commission on Equal Employment Opportunity; William J. Becker, Labor Committee to Combat Intolerance; Clifford P. Froehlich, School of Education, University of California; Edward Howden, Council for Civic Unity; and G. Luther Weibel, Macy's, San Francisco.

Proceedings of the Conference were prepared and distributed to all conference participants.

On December 12, the Institute arranged a seminar for members of the San Francisco Commission on Equal Employment Opportunity, Mr. Carter, and Mr. Schermer. At this half-day session, administrative policies and practices, educational and research activities of fair employment commissions were considered.

## 2. Conference for Public Employees on Economic Outlook

On March 1, 1958 at the Leamington Hotel, Oakland, the Institute and the Alameda County Employees' Association presented a one-day conference on the economic outlook and its effect on wage determination in public service. The program was attended by over ninety persons representing seven Northern California county and eight city associations.

Included on the Conference program were:

Dr. William Goldner, Business Administration and Institute of Industrial Relations, University of California, "The Economic Outlook."

Mrs. Helen Nelson, California Department of Industrial Relations, "Various Approaches in Wage Determination."

Mr. Walter Taylor, California State Employees' Association, "The Role of Employee Associations in Wage Determination."

Mr. Philip R. Berger, Alameda County Civil Service Commission, "Salary Survey Methods in the Bay Area."

## 3. Annual Labor Relations and Arbitration Conference

On May 20th at the Fairmont Hotel in San Francisco, the Institute, in cooperation with the Schools of Business Administration and Law, University of California, and several local labor and employer associations, presented its 1958 conference on Labor Relations and Arbitration. Featured speakers were Dr. Edwin E. Witte, Professor Emeritus, University of Wisconsin and this year Visiting Professor at Michigan State University; and David L. Cole, attorney and arbitrator, and formerly Director of the Federal Mediation and Conciliation Service.

Other Conference sessions dealt with "Recent Developments in Labor Law," "Recession, Inflation, and Collective Bargaining," and "The White Collar Worker and Labor Relations."

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

The Institute of Industrial Relations is working closely with the

Association of State Mediation Agencies in the presentation of its seventh annual national conference which will be held this year in Monterey, July 14 to 16. This conference is usually attended by representatives of all of the state mediation and conciliation services in the United States and also includes representatives from some of the Canadian services.

The opening address will be given by Arthur M. Ross, Director of the Institute of Industrial Relations. Also included in the conference will be ~~workshop sessions~~ on appropriate functions of state services, a consideration of the psychological aspects of the mediation process, and a review of contributions to collective bargaining made by the mediation activities.

##### 5. Special Activities for Secondary School Teachers

In response to a suggestion from the Institute's Community Advisory Committee, the Institute is in the process of developing various programs and activities designed to provide high school teachers with more adequate and current information on the nature of our industrial society with particular emphasis on industrial relations. Still in the exploratory stages, the project has included several informal meetings with administrators, teachers, and representatives of the State Department of Education. As a result of these meetings the Institute is now preparing, with the assistance of a committee of social studies teachers, a pamphlet on labor-management relations to be used in high school units on the industrial society. During the next school term, prior to publication, a draft of this pamphlet will be tested in a classroom project.

Plans have also been made with individual school districts for a series of afternoon seminars on current developments in industrial relations, and for one-day institutes on various phases of economic education to be presented in the Fall. The latter type of program will be presented jointly with the Northern California Council on Economic Education. In addition to plans for formal programs, the Institute staff is working informally with professional groups interested in improving economic education in the public schools and as a resource agency for school committees developing or revising teaching units in the broad field of industrial relations.



## B. LABOR PROGRAMS

### RECENT AND CURRENT ACTIVITIES

#### 1. Crisis in Workmen's Compensation

The East Bay Labor Health and Welfare Council and the Institute presented on June 6, 1957, a one-day conference on workmen's compensation problems. The conference consisted principally of three papers by leading experts in the field, followed by general discussion. Dr. Earl Cheit of the Institute discussed Benefit Levels in Workmen's Compensation. Dr. Leon Lewis, Director of the Respiratory and Rehabilitation Center at Fairmont Hospital, Alameda County, discussed Medical Care and Rehabilitation under Workmen's Compensation. Dr. Herman Somers, then of the Institute, discussed The Future of Workmen's Compensation. Some 65 people attended the conference. Dr. Lewis' address is being published soon by the Council. The Council also expects to publish Dr. Cheit's address at a later date.

#### 2. State AFL Institute

The 10th Annual AFL Institute, presented each year by the California State Federation of Labor in cooperation with the Institute, took place in July, 1957 at Santa Barbara. The conference sessions were devoted solely to the discussion of problems in health and welfare plan negotiation and administration. The subjects discussed included: Negotiated vs. Non-Negotiated Health and Welfare Plans, (Irving Pfeffer, Associate Professor of Insurance, UCLA); Service vs. Indemnity Plans, (Lane Kirkland, Department of Social Security, AFL-CIO); Self-Insured vs. Insured Plans, (Martin E. Segal, Welfare Plan Consultant, New York); Improving Value and Reducing Costs in Welfare Programs, (Carroll Lynch, Welfare Plan Consultant, San Francisco); Effective Administrative Procedures, (C. Bruce Sutherland, Administrator, Carpenters' Welfare and Trust Fund of California, and Bernard Berkov, Welfare Plan Consultant, San Francisco); Supplemental Benefits in Health Care, (Helen Nelson, California Department of Industrial Relations); Relationships with Medical and Hospital Associations, (Ted Ellworth, Administrator, Motion Picture Health and Welfare Fund); Legal Aspects of Health and Welfare Funds, (Charles P. Scully, Counsel, California State Federation of Labor).

#### 3. California State Federation of Teachers Conference

From July 29 to August 2, 1957, the Institute presented a week-long education program for the California State Federation of Teachers. Part of the course consisted of a one-unit course, "Introduction to Labor Economics," given by Dr. Joseph Carbarino of the Institute. Topics covered in the course included the history of organized labor

in the United States; the government of labor organizations; management organization and collective bargaining; wages, prices and productivity; social security, both public and private; and public policy toward labor. There were 30 participants in the course. The remainder of the week was taken up in seminar sessions on school administration, the organization of white collar and public employees, health and welfare, and state legislation.

#### 4. Labor and the Free Society

With the assistance of funds obtained from the Labor Education Program of the Fund for the Republic, the Institute presented a three-day seminar for union representatives on problems of the free society. The seminar was held on September 7-9, 1957 at the Sonoma Mission Inn. It was invitational in character, some 25 union leaders from throughout Northern California being invited to participate. The topics discussed at the seminar were: "The Present State of Civil Liberties," (Ernest Besig, Executive Director, American Civil Liberties Union of Northern California); "The Authoritarian Way of Life," (Norman Jacobs, Associate Professor of Political Science, UC); "Economic and Social Barriers to Liberty," (Van Dusen Kennedy, Professor of Industrial Relations, UC); "Freedom and Security," (Benjamin Aaron, Associate Director, Institute of Industrial Relations); "Labor and the Constitution," (Jesse W. Carter, Associate Justice, Supreme Court of California); "Individual Liberties and Civil Rights," (Ben Segal, Trade Union Consultant to the Fund for the Republic); and "Labor's Responsibilities in the Free Society," with all speakers participating.

#### 5. Labor Press Conference

The ninth annual Labor Press Conference, presented by the California State Federation of Labor in cooperation with the Institute, took place in San Diego on November 16-17, 1957. The topics discussed included "The Editor and Inflation," (Dr. Melvin Rothbaum, Institute of Industrial Relations, UCLA); "The Editor and Consumer Education," (Mrs. Mildred Brady, Consumers Union); "The Editor and the Right to Work," (Ed Weston, President, Washington State Federation of Labor); "Layout Analysis," (Robert Rutland, Assistant Professor of Journalism, UCLA); "Labor Press Ethics," (Gordon Cole, President, International Labor Press Association); and "The Anti-Labor Movement in the United States," (Curran Shields, Associate Professor of Political Science, UCLA). Opening and closing addresses were given by President Thomas Pitts of the State Federation of Labor. About 70 editors attended the conference.

#### 6. Community Services Training Program

In cooperation with the Community Services Department of the AFL-CIO, the Institute presented a three-day training seminar on January 29-31, 1958 for staff representatives of the Department. The general purpose of the seminar was to offer instruction to the staff members

in teaching methods, in order to improve the training courses that they present for union members in the 11 Western States. Some of the topics discussed during the seminar were: The Teacher Problem and Community Services, Principles of Adult Learning, Planning Community Service Training Programs, Conducting a Counsellor Training Course, Making Effective Referrals, Evaluating the Teaching Process, and Community Problems in the Western States. The staff of the seminar included Professor Gertrude Wilson, Department of Social Welfare, UC; Dr. Bernard Light, Chief, Counselling Psychology Service, Veterans Administration Hospital, Palo Alto; Dr. William P. Golden, Associate Professor of Education, San Francisco State; Mr. Nathan Nelson and Mr. Morgan Vail, Bureau of Vocational Rehabilitation, State of California; Dr. Joseph Spiesman, Assistant Professor of Psychology, UC; Dr. Jack London, Associate Professor of Education, UC; Mr. Dan Flanagan, Regional Director, AFL-CIO; and Mr. Julius Rothman, Community Services Department, AFL-CIO.

#### 7. Labor Relations in Public Employment

On March 19, 1958, the Institute presented a one-day conference on labor relations in public employment in cooperation with the following co-sponsoring organizations: 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 Brotherhood of Operating Engineers, the National Association of Letter Carriers, and the National Association of Post Office Clerks. Two papers were delivered at the conference: one by Dr. Irving Bernstein of the Institute at UCLA on "The Rights and Privileges of Public Employees to Bargain Collectively with Public Institutions"; the other by Mrs. Helon Nelson of the California Department of Industrial Relations on "Wages and Fringe Benefits for Public Employees." Each paper was followed by two simultaneous workshop sessions -- one for federal employees, the other for state and local employees.

#### 8. The Health of the Business Agent

The East Bay Health and Welfare Council, in cooperation with the Institute, presented a one-day conference on April 23 on the Health of the Business Agent. The purpose of the conference was to examine the health problems of the average full-time union representative.

### CONTINUING AND PROJECTED PROGRAMS

#### 1. East Bay Labor Health and Welfare Council

This Council, founded in 1956 with the assistance of the Institute,

continues to meet monthly for the transaction of business and to listen to guest speakers. As noted above, the Council sponsored, in 1958, its second annual conference. The Council has also initiated a series of publications on health problems, the first of which will be "Medical Care and Rehabilitation under Workmen's Compensation," by Dr. Leon Lewis. The Council has four committees -- the Committee on Medical Costs, the Committee on Hospital Costs, the Committee on Dental Care, and the Committee on Visual Care -- which represent it in discussions with various organizations. The Coordinator of Labor Programs acts as a consultant to the Council.

## 2. The East Bay Labor Seminar

This seminar resumed its monthly luncheon meetings in the fall of 1957 and will carry on until June of 1958. The speakers this year have included Dr. Arthur M. Ross, Director of the Institute, on "Standards of Conduct for Union Officials"; John Henning, Director of Research for the California State Federation of Labor, on "Recent Developments in the Right to Work Campaign"; Edward Park, State Labor Commissioner, on "The Duties of the State Labor Commissioner"; Dr. Robert A. Gordon, Department of Economics, UC, on "Unemployment"; Dr. Earl Cheit, Institute of Industrial Relations, on "What's Wrong with Unemployment Insurance?"; and Mr. Maurice I. Gershenson, Chief, Division of Labor Statistics and Research, California Department of Industrial Relations, on "Employment and Unemployment in the Bay Area."

## 3. San Francisco Labor Seminar

The monthly luncheon meetings of this seminar continued throughout the fall and spring semesters. The speakers at the Seminar included: Dr. Arthur M. Ross on "Standards of Conduct of Union Leaders"; Mr. Jerry Ets-Hokin of San Francisco on "A Management View of the Right to Work"; Mr. John Henning on current political developments; Dr. Joseph Garbarino of the Institute, on "Unemployment"; and Mr. Edward Park on "Problems in the Department of Industrial Relations."

## 4. Operating Engineers Atomic Energy Program

We have been asked by the stationery engineers' representatives of the Operating Engineers on the West Coast to develop a training program for the members, to equip the latter for work in atomic energy installations. A committee from the campus - consisting of Dr. Van Dusen Kennedy, Dr. Warren Stubbins of the Radiation Laboratory, Mr. Kenneth Downes of Engineering Extension, and the Coordinator of Labor Programs - has met twice with a committee from the union. Plans have been made for a two-day orientation conference for business representatives of the union in the Western States, to be followed by a report of the committee. The committee will make recommendations for a continuing training program, ending in some form of certification.

## 5. Chemical Workers Program

Agreement has been reached between the Institute and Northern California representatives of the International Chemical Workers Union for a two-day conference for shop stewards to be held in June at International House. The program as proposed includes a discussion of economic trends by Dr. William Goldner of the Institute; a discussion of the functions of state labor bodies by Mr. John Henning of the State Federation of Labor; a session on human relations for shop stewards by Dr. Fred Stripp, Department of Speech; an analysis of health and welfare problems by Mr. Harry Pollard, labor economist of San Francisco; and a discussion of workmen's compensation problems by Dr. Earl Cheit of the Institute.

## 6. Unemployment and the Consumer

The Institute and Consumers Union are presenting a three-day conference on the above topic at Asilomar on June 13-15. Speakers at the conference will include Dr. Colston Warne, Director of Consumers Union, on "The Prospect for the Consumer"; Mr. Stanley Ruttenberg, Director of Research for the AFL-CIO, on "The Current Recession"; Miss Persia Campbell, Consumer Consultant to Governor Harriman, on New York consumer legislation; Mrs. Mildred Brady of Consumers Union on "Consumer Credit in a Recession"; Mr. Sidney Margolius, labor consumer consultant, on "Buying in a Recession"; and Wayne Morse, United States Senator, "Congress and the Consumer."

## 7. Newspaper Guild Seminar

The California-Nevada District of the American Newspaper Guild, in cooperation with the Institute, is presenting a four-day training seminar for local officers of the union on July 31 - August 2. Topics to be covered at the seminar include, "The Economic Prospect--The Nation and the West"; "Trends and Ideas in Collective Bargaining"; "Collective Bargaining in the Newspaper Industry"; "The Guildsman as Teacher and Counsellor"; "Labor and Politics"; and "Labor and the Free Society." The seminar will take place at the Training School of the Marine Cooks and Stewards union at Santa Rosa.

## 8. Teachers' Union Conference

The third annual conference for the California State Federation of Teachers will take place on this campus August 4-8. As before, it is hoped to include in the conference program a one-unit course, presented in cooperation with the Department of Education.

## C. MANAGEMENT PROGRAMS

### 1. Ninth Annual Summer Management Conference

Yosemite National Park was again the site of the ninth in the series of Summer Management Conferences. Held from June 5 - 8, 1957, the conference was presented by the Institute in cooperation with the Graduate Schools of Business Administration and University Extension. Primary responsibility for conference plans was taken by the Los Angeles Institute, which built a program around the theme "Changing Concepts of Compensation and Recruitment." Featured speakers included Professor John T. Dunlop, Harvard University, on "The Impacts of Collective Bargaining Upon Systems of Compensation"; John I. Snyder, Jr. President and Chairman of the Board of U.S. Industries, Inc., whose topic was "Employers' Responsibilities and Opportunities in the Administration of Health and Welfare Plans"; and Jack Conway, Administrative Assistant to the President, United Automobile Workers, AFL-CIO, who spoke on "Goals of Labor in an Expanding Economy." William H. Smith, Director of Research, Federated Employers of San Francisco, served as discussion leader in sessions on "Compensation and Recruitment Policies for White Collar and Professional Employees"; Michael T. Wermel, Research Director, Benefits and Insurance Research Center, Industrial Relations Section, California Institute of Technology, served in a similar capacity for discussions of "New Areas of Supplemental Compensation"; and Wilbert L. Hindman, Professor of Business Administration at the School of Commerce, University of Southern California, led sessions on "Compensation Problems of the Small and Medium-Sized Firm." Discussion sessions on "Trends in Management Compensation and Recruitment" and "Long-Range Implications of Rising Labor Costs" were led by George H. Hildebrand, Director of the UCLA Institute, and Joseph W. Carbarino of the Berkeley Institute, respectively. Approximately eighty persons attended the conference, which was planned with the active assistance of Advisory Committee members from Bay Area and Los Angeles business and industry.

### 2. The Management-University Seminar

Senior members of management in the San Francisco Area meet monthly in seminar sessions for discussion of the broad topic of "The Philosophy of Management." Mason Haire has resumed his position as seminar leader following his return from a year's study in Italy. Specific seminar topics have ranged broadly in the field of management policies and practices. Recent discussions have centered around the works of the Harvard Russian Research Center, specifically the book by Joseph S. Berliner, Factory and Manager in the USSR, and the Bauer, Inkeles, Kluckhohn volume on How the Soviet System Works. Philip Selznick's newly-released Leadership in Administration also provided a stimulating discussion. The Seminar is invitational, with a membership of presidents and vice presidents of major Bay Area firms and associations. It is intended to provide a continuing forum for systematic examination of economic and social problems underlying policy issues in management.

### 3. The Industrial Relations Seminar

This informal dinner-discussion group, led by Arthur M. Ross, is composed of Bay Area leaders in the labor relations and personnel field. Major emphasis is placed on specific issues in labor-management relations as a means of sharing information and comment on current trends and developments in the field. These invitational, off-the-record sessions involve approximately fifty members of the Bay Area business community. Recent meetings have featured discussions of the "Right-to-Work" issue, with Pembroke Gochnauer, San Francisco Attorney, and Robert R. Grunsky, Managing Director, California Metal Trades Association; the "Current Economic Situation," with Eliot J. Swan, First Vice President, Federal Reserve Bank of San Francisco; "Current Legislative Proposals in the Labor Field," with William H. Smith, Director of Research, Federated Employers of San Francisco; and the "1958 Collective Bargaining Picture," with J. Hart Clinton, Attorney and Executive Vice President and General Counsel of the Distributors Association of Northern California. S. M. Lipset, University faculty member, also reviewed some of the problems in the area of trade union democracy with the seminar.

### 4. The Supervisors' Forum

This group of approximately forty supervisors from a cross-section of Bay Area industry meets monthly for dinner-discussion sessions under the sponsorship of the Institute. R. L. Raschen serves as moderator, replacing R.A. Smardon, Manager, Distributors Association of Northern California, under whose leadership the Forum was founded in 1950. Discussions center around supervisory problems and practices, with emphasis on development of supervisory skills and expansion of supervisory knowledge and ability. Membership is on an invitational basis. Forum programs and activities are planned with the active participation of the Forum's duly elected Governing Committee, of which T. L. Keusseff, Plant Superintendent, Owens-Illinois Glass Company, Oakland, is Chairman. Recent Forum sessions have considered problems in the administration of labor agreements, featuring a discussion by Gregory B. Stone, Assistant Superintendent, Personnel, Union Oil Company of California, Oleum Refinery; discussion of "Performance Appraisal" by a panel of Forum members, including George C. Kirby, Electrical Foreman, Pacific Gas & Electric Company, W. M. Tegerdine, District Passenger Service Manager, Trans World Airlines, and George A. Stead, Assistant Chief, Division of Apprenticeship Standards, California Department of Industrial Relations; and a discussion of his book, Psychology in Management by the author, Dr. Mason Haire, a member of the University faculty.

### 5. Pacific Maritime Association Conference

The Institute cooperated with the Pacific Maritime Association in presenting a conference on "A Look at Personnel Practices in the Maritime Industry" held in San Francisco on July 30, 1957. Attended by approximately thirty representatives of the maritime industry, the conference group considered various aspects of personnel and

employee relations problems. Principal speakers were John W. Bristow, Executive Vice President, California Processors and Growers, Inc.; William H. Smith, Director of Research, Federated Employers of San Francisco; and Arthur M. Ross, Institute Director.

#### 6. The Human Relations Summer Program

In August, 1957, the Institute sponsored a Human Relations Summer Program, designed to offer an opportunity for a small group of management people interested in human relations training to meet with a professional group for examination of this training field. Workshop sessions were held under the direction of Irving Berg, M.D., Consulting Psychiatrist, Cowell Memorial Hospital; William Knapp, Ph.D., Chief Clinical Psychologist, Mental Hygiene Clinic, Veterans Administration; Saxton Pope, M.D., Director of Psychological Medicine, Cowell Memorial Hospital; and Harvey Powelson, M.D., Director of Psychiatric Group, Kaiser Foundation Hospital, Oakland. The Human Relations Summer Program represented the Institute's continuing effort to explore areas of interest to management in the human relations field.

#### 7. Supervisors' Forum Fifth Annual Spring Conference

As a separate activity of the Supervisors' Forum, the Fifth Annual Spring Conference was held on May 3, 1958, at the Castlewood Country Club in Pleasanton. The program, developed in cooperation with the Institute, featured a keynote address by Robert D. Gray, Director, Industrial Relations Section, California Institute of Technology, who also led discussion sessions on "Planning and Assignment of Work." John W. Bristow, Executive Vice President, California Processors and Growers, Inc., served as conference leader for discussions on "Supervisors' Communications -- Freeway or Blind Alley." Lowry Wyatt, Director of Personnel, Weyerhaeuser Timber Company, Tacoma, Washington, led sessions on "Building Loyalty." Attended by approximately one hundred representatives of Bay Area companies, the conference was planned by a committee headed by Robert M. Koshland, Credit Assistant, Levi Strauss Company, San Francisco.

#### 8. Other Programs

As part of its Community Services Program, the Institute regularly furnishes speakers for a wide variety of management and other meetings in the area. For example, Howard Vollmer, Research Sociologist with the Institute, recently addressed the East Bay Industrial Management Club on "Disciplinary Practices in Industry," basing his discussion on a current research project with which he is associated.

Several film previews have been held for representatives of various firms and associations. Arrangements for showings of films in the University Extension Film Library may be made through the Institute at any time.



## 9. In the Planning Stage

Dates have been set for the Tenth Annual Summer Management Conference to be held from September 2 through September 5, 1958, at the Asilomar Hotel and Conference Grounds at Pacific Grove, California. The Berkeley Institute carries primary responsibility for this year's meetings, with Mason Haire serving as Conference Chairman. Active planning is under way with the assistance of an Advisory Committee composed of: John W. Bristow; Vincent H. Brown; J. Hart Clinton; Robert R. Grunsky; Gerald C. Henry; William L. Ingraham; E. D. Maloney; Jack B. McCowan; T. R. Sandberg; William H. Smith; C. T. Spivey; R. C. Thumann; and E. A. Woodside.

Program plans for this year represent a substantial departure from previous Summer Management Conferences. The University-sponsored meeting will take a broad look at today's economic conditions at home and projections for the future, as the framework for the rest of the program. The Soviet economy will be discussed to get at the question of America's problem on the international scene and also to open the area of comparative managerial philosophy afforded by a look at a radically different system. Developments in the field of organization theory and decision making will be brought out by a group of experts. There will also be discussion of pressures on the individual in the growth of modern industrial organizations, including review of some psychological and sociological studies in the area of conformity and its problems in our society. A distinguished faculty will include Dr. Abram Bergson of Harvard; Dr. Herbert R. Northrup, now at General Electric; Dr. Richard Rudner of Michigan State University; Drs. Walter Galenson, C. West Churchman, Gregory Grossman and Frank Barron of the Berkeley faculty; Drs. George H. Hildebrand and Irving Pfeffer of UCLA; and Institute Director Arthur M. Ross. Dr. Edward Teller and H. Rowan Gaither, Jr., have been invited to address the conference.