

MAY 1957

Progress Report on the
Institute's Research and
Community Services 1956-1957

INSTITUTE OF INDUSTRIAL RELATIONS UNIVERSITY OF CALIFORNIA (BERKELEY)

TABLE OF CONTENTS

	Page
I. INSTITUTE COMMITTEES.	1
II. RESEARCH PROGRAMS	
Introduction	3
A. Publications, April 1956 to date	5
B. Research in Progress	9
III. COMMUNITY SERVICE PROGRAMS	
Introduction	15
A. Public and Joint Management-Labor Programs	16
B. Labor Programs	20
C. Management Programs	25

COMMUNITY ADVISORY COMMITTEE

Robert G. Sproul, President, University of California (Chairman)
 Robert S. Ash, Secretary, Central Labor Council of Alameda County
 Reginald H. Biggs, Vice-President, The Emporium Capwell Company
 Glenn Bowers, Supervisor of Conciliation, California State Department of
 Industrial Relations
 Gerald A. Brown, Regional Director, National Labor Relations Board
 J. L. Childers, Business Representative, Building and Construction Trades
 Council of Alameda County
 J. Hart Clinton, Executive Vice-President, Northern California Distributors
 Association
 Frank J. Devine, President, Local 326, Oil Workers International Union
 Manuel Dias, President, California Industrial Union Council
 Joseph J. Diviny, Vice-President, International Brotherhood of Teamsters
 Sam Eubanks, Executive Secretary, San Francisco-Oakland Newspaper Guild
 Frank P. Foisie, Executive Vice-President, Federated Employers of San Francisco
 Maurice I. Gershenson, Chief, Division of Labor Statistics and Research,
 California Department of Industrial Relations
 John F. Henning, Research Director, California State Federation of Labor
 Glen Ireland, Vice-President--Personnel, Pacific Telephone and Telegraph
 Company
 George W. Johns, Secretary-Treasurer, San Francisco Labor Council
 Sam Kagel, Arbitrator, Pacific Coast Longshore Industry and San Francisco
 Garment Industry
 V. Wayne Kenaston, Regional Director, Federal Mediation and Conciliation Service
 John J. King, Grand Lodge Representative, International Association of
 Machinists
 Max D. Kossoris, Regional Director, U. S. Department of Labor, Bureau of Labor
 Statistics
 Albert McIntyre, President, United Employers, Inc.
 George Mann, Chief, Bureau of Adult Education, California Department of
 Education
 J. Paul St. Sure, President, Pacific Maritime Association
 William G. Storie, President, San Francisco Employers' Council
 Frederic B. Whitman, President, Western Pacific Railroad

FACULTY ADVISORY COMMITTEE

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

STATE-WIDE COORDINATING COMMITTEE

E. T. Grether, Dean, School of Business Administration, Berkeley (Chairman)
Herbert G. Blumer, Chairman, Department of Sociology and Social Institutions,
Berkeley
Winston W. Crouch, Director of Governmental Research and Professor of
Political Science, Los Angeles
J. A. C. Grant, Professor of Political Science and Divisional Dean of Social
Sciences, College of Letters and Science, Los Angeles
George H. Hildebrand, Director, Institute of Industrial Relations, Los Angeles
Arthur M. Ross, Director, Institute of Industrial Relations, Berkeley
J. Fred Weston, Professor of Finance, Los Angeles

II.

RESEARCH PROGRAMS

Introduction

- A. Publications, April 1956 to date
- B. Research in Progress

RESEARCH PROGRAM

Introduction

The year 1956-57 has been unusually productive, not only in terms of publication, but also in terms of initiation of new projects. The return of Professor Seymour M. Lipset and the presence of Visiting Professors Somers and Knowles have enriched our research program. Next year, Professor Philip Selznick will be returning to our staff as a Research Associate, while Professor Mason Haire plans to undertake a new and promising research project in the management field when he returns from his sabbatical leave in February.

The plans which were initiated a year ago for a large-scale study of Occupational Disability have resulted in a grant of \$92,000 from the Ford Foundation for a three-year project. With the arrival of Dr. Earl F. Cheit in June, work on this project will get under way. The essential core of the study will be a statewide sample survey of the experience of approximately 1,000 occupationally disabled workers in California, which will be directed by Dr. Cheit. In addition, the project will include an analysis of the development and administration of workmen's compensation in California and of the relationship between workmen's compensation and other public and private programs affecting the occupationally disabled worker. Professor Stefan A. Riesenfeld of the Law School, a well-known expert on workmen's compensation, will participate in the study, and it is hoped that Visiting Professor Herman M. Somers, another well-known expert on workmen's compensation, will return to the University in 1958-59 and will actively participate in the project. The committee which developed the plans for the study, consisting of Professors Armstrong, Galenson, Huntington, Newman, Riesenfeld, Somers, and Dr. Margaret Gordon will continue to exercise general supervision over the project and will take an active part in evaluating the results.

Another development this year was the initiation of the Oral Industrial Relations History Project, which resulted from suggestions made by the Institute's Community Advisory Committee. This project represents one of the means by which the Institute hopes to perform a valuable role in accumulating documentary material relating to the history of industrial relations in the western states. Another activity with a similar purpose has been the allocation of modest funds for the purchase of microfilmed documents for the labor history collection in the Main Library.

The Oral Industrial Relations History Project is being carried out in cooperation with the Institute on the Los Angeles campus, under the guidance of a committee consisting of Dr. Irving Bernstein of the Los Angeles staff and Dr. Margaret Gordon of the Berkeley staff.

It takes the form of lengthy tape-recorded interviews with individuals who have played significant roles in connection with industrial relations developments in the western states. The interviews are transcribed and edited, to be made available for future research workers at such time and under such conditions as are specified by the interviewees. We have been fortunate in obtaining the services of Dr. Corinne Gilb, a specialist in American cultural history and in interviewing techniques, to conduct the interviews.

Most of the interviews which Dr. Gilb has been conducting will result in typewritten manuscripts running from about 350 to 600 or more pages. They contain much material which will be invaluable to future research workers. Published documents relating to union organizing efforts, the development of employer associations, and the terms of collective bargaining agreements frequently shed almost no light on behind-the-scenes developments which are essential to an understanding of what actually happened. Dr. Gilb's material will do much to fill this gap.

Interviews have been completed or are under way with Warren K. Billings, Seth Brown (Los Angeles), Joseph Diviny, Henry Melnikow (Los Angeles), J. Stuart Neary (Los Angeles), Thomas Plant, and Paul St. Sure. A lengthy interview with Jennie Matyas, conducted earlier under a Main Library Project, will be included in the Institute collection. In addition, shorter interviews have been conducted with a group of San Francisco milkwagon drivers, and William Conboy of the Teamsters Union has submitted answers to a written questionnaire. Plans are being developed for additional interviews in the San Francisco and Los Angeles areas. It is hoped to include leaders in other western states at a later date.

Publication of the West Coast Collective Bargaining Series, as originally announced, was completed this year. In addition, Dr. Betty Schneider has finished the first draft of an extra issue on the maritime industry which will be ready for publication within a few months. Three of the seven volumes emerging from the Rockefeller-financed study of Aging in an Industrial Society have appeared, and a fourth is at the press. Two volumes and a number of articles have emerged from the Ford-financed study of the Labor Problem in Economic Development, while several additional volumes will be completed this year. The completion of the Lipset-Bendix volume on Social Mobility in Industrial Societies brings together the material emanating from an earlier Institute project, the Oakland labor mobility survey.

Last year's report called attention to certain relatively neglected areas in the Institute's research program, including (1) the role of management in industrial relations, (2) the impact of changing skill requirements, (3) social security programs, and (4) the white collar worker. The study being conducted by Dr. William H. Knowles and the project now being planned by Dr. Mason Haire, as well as the volume just being completed by Orme W. Phelps, will help to fill the gap in the management field. Dr. Somers' papers on social security issues, the popular pamphlet on Unemployment Insurance by Margaret Gordon and Ralph Amerson, and, on a more ambitious scale, the occupational disability study will represent a substantial forward step in the social security field. Efforts are now being made to develop research in the other two relatively neglected areas.

A. PUBLICATIONS, APRIL 1956 TO DATE

PUBLICATIONS ISSUED

Books and Monographs:

The Economic Status of the Aged, by Peter O. Steiner and Robert Dorfman (Berkeley and Los Angeles: University of California Press, 1957).

Retirement Policies Under Social Security, by Wilbur J. Cohen (Berkeley and Los Angeles: University of California Press, 1957).

Union Policy and the Older Worker, by Melvin K. Bers (Berkeley: Institute of Industrial Relations, 1957).

Work and Authority in Industry: Ideologies of Management in the Course of Industrialization, by Reinhard Bendix (New York: John Wiley and Sons, Inc., 1956).

West Coast Collective Bargaining Series:

Industrial Relations in the Pacific Coast Longshore Industry, by Betty V. H. Schneider and Abraham Siegel (1956).

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

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

Labor Relations in the Hawaiian Sugar Industry, by Curtis Aller (1957).

Proceedings of Conferences:

Statistics of Labor-Management Relations: Proceedings of a Conference Held at Asilomar, Pacific Grove, California, May 12, 13, 1955, sponsored by Pacific Coast Committee on Social Statistics, Social Science Research Council, in cooperation with the Institute of Industrial Relations (1956).

Employment and Heart Disease: Proceedings of the First Western Conference, March 18 and 19, 1955. Presented by the California Heart Association and its Affiliates, in cooperation with the Institute of Industrial Relations (1956).

Labor Relations and Arbitration: Proceedings of a Conference at San Francisco, May 23, 1956. Addresses by J. Hart Clinton, John F. Henning, Charles F. Prael, Mathew O. Tobriner, Theophil C. Kammholz; and Panel Discussion on How to Process Grievances, by panel members, Sam Kagel, Chairman (1956).

The Changing Labor Market: Proceedings of the Eighth Annual Summer Management Conference at Yosemite National Park, September 12-15, 1956 (1957).

Reprints:

- No. 82. "Social Mobility and Urbanization," by Seymour M. Lipset. Reprinted from Rural Sociology, 1956.
- No. 83. "The Role of the Union in the Plant in India," by Van Dusen Kennedy. Reprinted from proceedings of the eighth annual meeting of Industrial Relations Research Association, 1956.
- No. 84. "The Unionization of the American Steel Industry," by Walter Galenson. Reprinted from International Review of Social History, 1956.
- No. 85. "Industrial Training in the Soviet Union," by Walter Galenson. Reprinted from Industrial and Labor Relations Review, 1956.
- No. 86. "International Comparison of Unemployment Rates," by Walter Galenson and Arnold Zellner. Reprinted from The Measurement and Behavior of Unemployment, a report of the National Bureau of Economic Research, 1957.
- No. 87. "A Study of Managerial Ideologies," by Reinhard Bendix. Reprinted from Economic Development and Cultural Change, 1957.

PUBLICATIONS AT THE PRESS

Books:

Economic Backwardness and Economic Growth, by Harvey Leibenstein (to be published in 1957 by John Wiley & Sons, Inc.).

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

Social Mobility in Industrial Societies, by Seymour M. Lipset and Reinhard Bendix (has been submitted to University of California Press).

Popular Pamphlets:

Unemployment Insurance, by Margaret S. Gordon and Ralph Amerson.

TO BE PUBLISHED

Proceedings:

Labor and Atomic Energy: Proceedings of a Conference Held at Long Beach, May 23 and 24, 1957.

Changing Concepts of Compensation and Recruitment: Proceedings of the Ninth Annual Summer Management Conference Held at Yosemite, June 5 - 8, 1957.

Reprints:

"Trade Unionism and Wage Structures," by Clark Kerr. To be reprinted from The Theory of Wage Determination, edited by John Dunlop.

"Unions and the British West Indies," by William H. Knowles. To be reprinted from Monthly Labor Review.

"Labor's Income Share and the Labor Movement," by Clark Kerr. To be reprinted from New Concepts in Wage Determination, edited by Taylor and Pierson.

"The External Wage Structure," by Arthur M. Ross. To be reprinted from New Concepts in Wage Determination, edited by Taylor and Pierson.

"The Theory of Under-Employment in Backward Economies," by Harvey Leibenstein. To be reprinted from Journal of Economy.

"Plant Sociology: The Elite and the Aborigines," by Clark Kerr and Lloyd Fisher. To be reprinted from Common Frontiers of the Social Sciences.

"Reference Group Theory and Trade Union Wage Policy," by Seymour M. Lipset and Martin Trow. To be reprinted from Common Frontiers of the Social Sciences.

"The Development of Grievance Procedure in the Public Schools," and "Barriers to the Development of Effective Personnel Practice in the Public School Organization," by Jack London. To be reprinted from Educational Administration and Supervision.

"Corruption in American Trade Unions," by John Hutchinson. To be reprinted from Political Quarterly.

"Myth and Reality in Workmen's Compensation," by Herman M. Somers. To be reprinted from Workmen's Compensation Problems, conference proceedings of the annual meeting of International Association of Industrial Accident Boards and Commissions.

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

"Major Policy Issues in Social Insurance," by Herman M. Somers and Anne R. Somers. To be reprinted from Industrial Relations Research Association conference proceedings.

"A Structural Model of the United States Labor Market," by Orme W. Phelps. To be reprinted from Industrial and Labor Relations Review.

"Productivity and Labor Relations," by Clark Kerr. To be reprinted from proceedings of Australian Institute of Political Science.

"Labor History in Retrospect and Prospect," by Walter Galenson. To be reprinted from Industrial and Labor Relations Review.

"What Happens After Reinstatement?" by Arthur M. Ross. To be reprinted from proceedings of 1957 meetings of the National Academy of Arbitrators.

B. RESEARCH IN PROGRESS

At present the Institute's research program is concerned with six broad areas of investigation: Labor-Management Relations; Wages and Related Problems; Economic Security Programs; the Labor Market and Labor Mobility; the Labor Movement, Social Groups and Industrialization; and Industrial Psychology and Sociology. 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 made substantial progress on the first draft of his book, which is scheduled for completion by September, 1957.

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

This study, initiated several years ago, has now resulted in a book-length manuscript (a first draft of which is completed) on the impact of collective bargaining on one aspect of personnel management, the problem of industrial discipline. It is anticipated that the volume, which is tentatively entitled Industrial Discipline Under a Labor Agreement, will be published in 1958.

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

This project, which is planned at present to extend over a three-year period, is fully described in the introduction to this report. During the present academic year, the Main Library has provided invaluable assistance to the project by making office space and equipment available for Dr. Gilb and her typist.

4. Studies in Problems of Labor Arbitration. Arthur M. Ross

This study is taking the form of a critical review of labor arbitration as an institution for determining controversies. A specialized offshoot of the broader study was the analysis of what happened to discharged workers who were reinstated under arbitration awards reported in 1950-1955. A paper based on this analysis, entitled "What Happens After Reinstatement?" was presented at the annual meeting of the National Academy of Arbitrators in January, 1957 and will be included in the Institute reprint series.

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

With the appearance of Labor Relations in the Hawaiian Sugar Industry, publication of the Series as originally announced will have been completed. The Institute plans, however, to publish an additional short monograph on Labor Relations in the Pacific Coast Maritime Industry, by Betty V. H. Schneider. The first draft of this monograph has been completed.

WAGES AND RELATED PROBLEMS

No research has recently been initiated in this area. Shortly to appear in the Institute reprint series, however, are papers by Clark Kerr on "Labor's Share and the Labor Movement," "Productivity and Labor Relations," and "Trade Unionism and Wage Structures"; by Seymour M. Lipset on "Reference Group Theory and Trade Union Wage Policy"; and by Arthur M. Ross on "The External Wage Structure."

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, Stefan A. Riesenfeld, and others.

The Institute will be ready to get the work under way on this three-year project on July 1, 1957, when the funds from the new Ford grant become available. The project is described in the introduction to this report. Dr. William Goldner, who is returning to the Institute next year, will be available for advice and assistance in connection with the statewide survey but will be engaged primarily on an independent research project of his own.

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 a fourth is at the press (see list of publications). In addition, the following three monographs are approaching completion or are in the final stages of revision:

- a. The Older Worker in Industry: A Study of the Attitudes of Industrial Workers Toward Aging and Retirement, by G. Hamilton Crook and Martin Heinstein.
- b. Social and Psychological Aspects of Aging and Retirement, by Else Frinkel-Brunswik, Florine Livson, Paul Petersen, and Suzanne Reichard.
- c. 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 well under way. Lengthy interviews have been completed with approximately 600 employed and unemployed women, aged 40 or more, in the San Francisco Bay Area, and coding of the interview data is now under way. The study is planned for completion in 1958.

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, and of workers' attitudes toward job rights.

4. Plant Relocation and Job Security. Margaret S. Gordon and Ann McCorry

This study was initiated in August 1954 when the Dodge Plant in San Leandro discontinued automobile production and permitted its production workers to choose between transfer to the Los Angeles plant with retention of seniority rights, or indefinite layoff. The factors that influenced decisions of the workers to transfer or not to transfer form the focus of the study. Dr. Gordon is now completing a lengthy article reporting the results.

5. 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. Class Relations and Political Cleavage in Industrial Societies. Seymour M. Lipset

An analysis of the extent to which political cleavage in industrial societies is focussed around class conflicts stemming from the economic or occupational structure. The study, which was initiated while Dr. Lipset was at Columbia, will result in a sizable volume, a substantial portion of which is completed. The volume might be appropriately subtitled "the interrelations between occupation and politics."

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

This study takes the form, in large part, of 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. The Labor Problem in Economic Development: A Comparative Analysis

This is an inter-university study, conducted under a grant from the Ford Foundation, in which the Institute is participating. The project involves a comparative appraisal of the relationships between industrialization, managerial leadership, and the wage-earning groups in selected countries throughout the world. The work at the Institute on this project is being directed by Clark Kerr. Work and Authority in Industry, by Reinhard Bendix which was published last year, was completed with the help of funds from this grant, as was Economic Backwardness and Economic Growth, by Harvey Leibenstein, which is now at the press. In addition, a number of articles reporting on various aspects of the study have been completed and have appeared, or will shortly appear, in the Institute reprint series. Other studies being conducted under this project, and scheduled for completion in 1957-58, include the following:

- a. Industrialization and the Labor Movement in Germany. Clark Kerr and Reinhard Bendix
 - b. Industrialization and the Labor Movement in Japan. Robert Scalapino
 - c. The Labor Movement in Underdeveloped Areas, a volume of essays, edited by Walter Galenson
 - d. Industrialization in Certain Underdeveloped Countries. Clark Kerr
4. Labor Relations In India. Van D. Kennedy

Professor Kennedy spent seventeen months in India in 1953-54 under a Fulbright Research Grant, making a general study of the Indian labor movement and industrial relations, based primarily on interviews with representatives of union, management, and government, in the major industrial centers. Professor Kennedy has completed the first draft of a book reporting the results.

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

Several articles reporting on various aspects of this study have appeared, or will shortly appear, in the Institute reprint series. Professor Galenson is continuing his work on the project.

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

Though primarily concerned with the community service program, John Hutchinson has found time during the last year to complete a substantial amount of research. His article on "Corruption in American Trade Unions," will shortly appear in the Institute reprint series, and he is currently finishing articles on "The Constitution and Government of the AFL-CIO," and "Jurisdiction and the AFL-CIO."

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 will continue through 1957-58, will attempt to fill this gap.

2. Size, Shape, and Function in Industrial Organization. Mason Haire

This study, to extend over a three-year period, will be undertaken by Dr. Haire when he returns from his sabbatical leave in February, 1958. It will consist of a theoretical and empirical investigation of the relationship between the size of industrial enterprises and their structural organization.

III.

COMMUNITY SERVICE PROGRAMS

Introduction

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

COMMUNITY SERVICE PROGRAMS

Introduction

Last year's report commented on the gradual changes in emphasis in the Institute's community service program that have accompanied the coming of age of mature collective bargaining. This year's activities have represented a continuation of the same trend. The problems of industrial strife which demanded attention in the years immediately following World War II have receded into the background. Increasingly the focus of attention in recent years has been on the problems of labor market adjustment that have moved to the forefront in a period of rapid economic expansion and technological change. The continuing drive for economic security, the onset of automation in the office and the factory, rising premium on technical skill and training, the astonishingly rapid movement of mature women into the labor force, and the trend toward shorter hours and dual job-holding are merely a few of the developments whose full implications are not yet fully apparent.

If tensions have relaxed to some extent, the responsibilities of labor and management have in some respects broadened. The offspring of the drive for economic security is the rapid accumulation of welfare funds and a growing realization that these funds must not only be administered efficiently but utilized effectively. If automation and atomic energy are creating new skill requirements, they are likewise creating a challenge to find ways of retraining the displaced worker. If older women are moving into the labor force, and male workers are increasingly holding several jobs, the problem of the relationship between work and physical well-being takes on new dimensions.

The Institute's community service program not only reflects those changes but here and there reflects the possibility of a useful role for the Institute in assisting labor and management to devise appropriate ways of meeting their broadened responsibilities. As the management report suggests, for example, it may be desirable to develop a special program for training specialists who would conduct "human relations" seminars in industry rather than to continue the programs for foremen and supervisors.

A. PUBLIC AND JOINT MANAGEMENT PROGRAMS

PAST AND PRESENT PROGRAMS

Continuing Activities

1. Industrial Relations Certificate Program:

A study program in industrial relations is given in class sessions in San Francisco, Oakland, and Berkeley, and by correspondence, through University Extension. There are presently enrolled over 300 students in the program with both class and correspondence students representing half the total. Seventy-eight certificates have been awarded to date. All certificate program students are counseled by a member of the Institute staff.

A questionnaire survey is now being made of all students enrolled in the program. The survey will show marital status, salary now and when program was started, number of commuters, number of students with college degrees, industry in which employed, union affiliation, and students' comments on such questions as: What goal, purpose or interest prompted you to enroll in this program? Did you receive financial assistance during this program from employer or public funds? Have you received any material benefits which you attribute, at least in part, to your having completed a portion of this program?

Results of this survey will be made available at an early date.

2. Industrial Relations Alumni Association:

Extension students who have completed at least four courses in the certificate program, or graduates of the regular University curriculum in industrial relations or labor economics are eligible for membership in the Industrial Relations Alumni Association. The group meets regularly for dinner and informal discussions on the campus. Speakers and films have been used this year and the plans for the coming year include one or more plant visitations. Some of the speakers during the year have been: Dr. Eugene W. Burgess, School of Business Administration, "The Future of the White Collar Worker"; Dr. Van Dusen Kennedy of the Institute of Industrial Relations and the School of Business Administration, "Guaranteed Annual Wage"; John Hutchinson, Institute of Industrial Relations, "The Affects of the AFL-CIO Merger"; Dr. William Knowles, Institute of Industrial Relations and School of Business Administration, "Human Relations." At the next meeting, the film "Men at Work" will be shown after a general business meeting.

Lectures

The Institute, with the Department of Economics and the Department of Political Science, presented Dr. Eli Ginzberg, Director, Conservation of Human Resources Project, Columbia University, in a series of lectures on April 1, 2, and 3, which were attended by approximately 70 persons. Dr. Ginzberg used as titles for his three lectures:

The Waste of Human Resources

Talent and Leadership

Human Resources and the General Welfare

Conferences and Special Activities:1. Labor Relations and Arbitration Conference, 1956:

In cooperation with the School of Law and the Graduate School of Business Administration, the Institute presented a one-day conference on Labor Relations and Arbitration at the Fairmont Hotel on May 23, 1956. The 200 conference participants, which included representatives from labor, management, education and legal groups, heard the following talks and panel discussions:

The Years Ahead in Collective Bargaining	-- J. Hart Clinton John F. Henning
States' Rights and Labor Laws	-- Charles F. Prael
Smog in California Labor Law	-- Mathew O. Tobriner
The Labor-Management Relations Act of 1947	-- Theophil C. Kammholz
How to Process Grievances -- A Panel	-- Sam Kagel, Chairman Joseph Angelo Vincent H. Brown Richard Liebes C. T. Spivey

Conference proceedings were prepared and distributed to all participants.

2. Supervision for Head Nurses in San Francisco Hospitals:

The Institute assisted the San Francisco Hospital Conference, in cooperation with the California State Nurses Association, in

presenting two conferences at St. Mary's Hospital on May 17-18 and May 24-25. These conferences included sessions on: "The Role of the Head Nurse in the Hospital Organization"; "The Head Nurse: A Leader and Coordinator"; "Improving Communications Within Hospitals" and a panel presentation which included: "An Inter-Hospital Program," "An In-Service Hospital Program," and "A Professional Institute" under the heading "Experiments in Education."

3. Conference on Automation:

The Institute presented, in cooperation with the College of Engineering, School of Business Administration, and the Graduate School of Business Administration, a one-day conference on Automation -- Changing Technology and Related Problems at the Fairmont Hotel on January 9, 1957. The conference was attended by 150 representatives of labor, management, professional, and educational groups. Included on the program were: "The Meaning and Significance of Automation," Frank K. Shallenberger, Stanford University; "Labor Looks at Automation," Nat Goldfinger, Department of Research, AFL-CIO; "The Future of Hours of Work," a panel discussion by Arthur M. Ross, Richard Liebes and Warren R. Philbrook, and a dinner session presentation by John Diebold on "Industry and the Automated Future." Workshop sessions considered: "Changing Technology and Worker Adjustment" and "Labor Needs, Training, and Labor Utilization."

4. State Department of Employment Conference:

The Institute assisted the California State Department of Employment in presenting a one-day, inter-departmental conference on the campus on October 20, 1956. Included on the program were: "Operations of a British Labour Exchange," J. A. Whitlock, Assistant Labour Attache, British Consulate General; "The Specifics of Automation," Dr. Jack Rogers, School of Business Administration and "Proposed Unemployment Insurance Legislation," Adrian Kragen, University of California Law School.

Participating in a panel discussion on "Supplemental Unemployment Insurance Benefits" were Dr. Van Dusen Kennedy, Institute of Industrial Relations and School of Business Administration; Arnold Callan, Sub-Regional Director, United Automobile Workers of America; and Colin R. Campbell, Employment Supervisor, Chevrolet Division, General Motors Corporation.

5. Conciliation Service Conference:

A one-day inter-departmental conference was coordinated by the Institute for the Conciliation Service of the California Depart-

ment of Industrial Relations on March 21, 1957. Discussion leaders for the conference on problem areas of collective bargaining included: Arthur M. Ross, Director, Institute of Industrial Relations; Irving Bernstein, Institute of Industrial Relations, UCLA; Glenn Bowers, Supervisor of Conciliation; and Herman M. Somers, Visiting Professor of Political Science.

6. Labor Relations and Arbitration Conference, 1957:

Again this year, the Institute of Industrial Relations, is presenting, in cooperation with the School of Law, the School of Business Administration, and the Graduate School of Business Administration, a Conference on Labor Relations and Arbitration at the Fairmont Hotel on May 14, 1957. Included on the program will be: "Needed Reform in Health and Welfare Plans," Martin E. Segal, with Sam Kagel, Samuel L. Holmes, and Charles P. Scully as discussants. "Labor-Management Issues Before the Supreme Court," Boyd Leedom, Chairman, NLRB; "Can Labor Arbitration be Improved?," Arthur M. Ross. There will also be panel discussions on "Current Legislative Issues Affecting Labor Relations" and on "The Significance of Recent Collective Bargaining Developments." Sub-topics on the latter program will include "The Present Status of the 'Hot Cargo' Clauses"; "The Future of the Long-Term Contract"; and "New Developments in Health and Welfare Coverage."

B. LABOR PROGRAMS

RECENT AND CURRENT ACTIVITIES

March 1956 to Summer 1957

1. AFL Annual Institute

The ninth Annual AFL Institute, presented by the California State Federation of Labor in cooperation with the Los Angeles and Berkeley Institutes, took place in April, 1956, in Monterey. The main topic for discussion at the Institute was negotiated pensions. The subjects covered in this field included the establishment of pension funds, the negotiation of pension plans, the administration of pension plans, and the future of private pension plans. Other matters discussed at the conference were economic trends in the United States, the economic problems of the older worker, life and work expectancy, the working life of the average individual, atomic energy, foreign affairs, and fair employment practices. Speakers at the conference included George Hildebrand, Director of the Institute at UCLA; Margaret Gordon, Associate Director of the Berkeley Institute; Irving Pfeffer, Assistant Professor of Insurance, UCLA; Frederic M. Kriete, Assistant Chief, Division of Preventive Medical Services, California Department of Public Health; Hardin Jones, Assistant Director, Donner Laboratory, UC; Martin Segal, Consultant; Max Kossoris, Regional Director, USBLS, Department of Labor; Burton Moyer, Professor of Physics, UC; Franklin Williams, Regional Attorney, NAACP; and Henry Rutz, Department of International Affairs, AFL-CIO.

2. East Bay Labor Health and Welfare Council

As a result of discussions between the principal officers of the Central Labor Council of Alameda County, the Building Trades Council of Alameda County, the Alameda CIO Council, the Contra Costa Central Labor Council, the Contra Costa Building Trades Council, the Contra Costa CIO Council, and a representative of the Institute, there was established in April, 1956, the East Bay Labor Health and Welfare Council. The Council is composed of delegates from the ~~six~~ (now five) labor councils in the two counties, and its purpose is to engage in activities designed to improve the quality and coverage of health care available to union members, their families and to the community in the East Bay. The Institute acts in an advisory capacity. The Council meets monthly on business and to listen to speakers provided by the Institute. There are four committees of the Council -- medical costs, hospital costs, eye, and dental care -- the two former of which have been the most active. The Council is presenting a conference on workmen's compensation this June in cooperation with the Institute of Industrial Relations.

3. Retail Clerks Conference

In June, 1956, the California State Council of Retail Clerks set aside one day of its annual convention for an educational session presented by the Institute. The topics discussed during the one-day conference included the prospects for the retail industry, the NLRB and the retail trades, health conditions among union members and officials, public speaking and the conduct of union meetings, and industrial change in the United States. Speakers at the conference were Royal Roberts, Associate Professor of Business Administration; Gerald Brown, Regional Director, NLRB, Twentieth Region; Lester Breslow, Chief, Bureau of Chronic Diseases, California Department of Public Health; Fred Stripp, Associate in Speech, UC; and Robert A. Brady, Professor of Economics, UC.

4. CIO Community Services Conference

The Institute cooperated with the CIO Community Services Committee in the Bay Area in August, 1956, in presenting a one-day conference on "Chronic Disease and the Community." Topics discussed during the conference included recent findings in chronic disease research, chronic disease and personal living habits, the community's responsibility for mental health, chronic disease and family welfare, chronic disease and community services, and the role of the voluntary services. Speakers at the conference were Hardin Jones, Assistant Director, Donner Laboratory, UC; Anna Espenschade, Professor of Physical Education, UC; H. I. Harvey, M.D., Berkeley; Mary Rourke, Nutrition Consultant, California Department of Public Health; Wendell Lipscomb, M.D., Bureau of Chronic Diseases, California Department of Public Health; Raymond Baarts, Executive Director, UBAC; and Frederick Epstein, M.D., El Cerrito.

5. Steelworkers Exhibit

In cooperation with the international headquarters of the United Steelworkers of America, the Institute arranged for the display on the Berkeley campus of the Steelworkers' exhibit, "These Are Our People." A photographic and textual account of the union and the industry of extremely high quality, the exhibit attracted large numbers of faculty, students and the general public. The stay of two weeks originally planned for the exhibit was extended to one month as a result. The exhibit has been shown on the campuses of some half-dozen of the major universities in the United States.

6. East Bay Labor Seminar and San Francisco Labor Seminar

The former Bay Area Labor Seminar, meeting monthly on alternate sides of the Bay, was abandoned in the fall of 1956, and monthly meetings on each side of the Bay began with the East Bay Labor Seminar and the San Francisco Labor Seminar. The meetings of the Seminars have also been changed from the evening to noontime, resulting in larger attendances. The same topics, with the same speakers, are usually discussed in both Seminars. Topics discussed this year have included trends in collective bargaining, new methods in arbi-

tration, the future of atomic propulsion; labor and the 1956 election, labor and politics in Britain, local politics in California, labor and political action in Michigan, city planning, and metropolitan government. Speakers at the sessions were Clark Kerr, Chancellor, UC; Arthur M. Ross, Director, Institute of Industrial Relations, UC; Richard Fayram, Professor of Physics, UC; C. J. Haggerty, Secretary, California State Federation of Labor; the Rt. Hon. Hilary Marquand, M.P.; Eugene Lee, Lecturer in Political Science, UC; T. J. Kent, Chairman, Department of City Planning, UC; George Belknap, Assistant Professor of Political Science, UC; and Victor Jones, Professor of Political Science, UC.

7. Steelworkers' Conference

The Berkeley and UCLA Institutes cooperated with the United Steelworkers of America in presenting a two-week conference in Monterey in November, 1956. Subjects discussed at the conference included technological change in the steel industry, new developments in health and welfare plans, labor legislation, industrial safety, workmen's compensation, the 1956 elections and world affairs. Speakers at the conference included Chester Austin, Manager Steel Plants Division, Kaiser Steel; Leslie Lipson, Robert Scalapino and George Lenczowski of the Berkeley Department of Political Science; Max Kossoris, U.S. Bureau of Labor Statistics; S. W. McDonald, Chairman, Industrial Accidents Commission; Joseph Roberts, Division of Industrial Safety, California Department of Industrial Relations; Hardin Jones, Assistant Director, Donner Laboratory, UC; and Currin Shields, Department of Political Science, UCLA.

8. Labor Press Conference

The eighth annual Labor Press Conference, presented by the California State Federation of Labor in cooperation with the Institutes of Industrial Relations at UCLA and UC, took place in November, 1956 at Fresno. The subjects discussed were labor and the 1956 elections, mass communication, newspaper layout, the labor press in the Western States, and the AFL-CIO merger. Speakers included Irving Bernstein, Institute of Industrial Relations, UCLA; Philip Griffin, Chairman, Department of Journalism, UC; Charles Wright, Department of Anthropology, UCLA; and Henry Fleisher, Director of Publications, AFL-CIO.

9. Railroad Brotherhoods' Seminar

A bi-weekly series of seminars, presented by the Institute for the Brotherhood of Railroad Trainmen and the Brotherhood of Locomotive Firemen and Enginemen, took place over a period of ten weeks in the fall of 1956. This was the first cooperative effort of its kind between the Institute and the railroad brotherhoods. The topics discussed were labor law in the railroad industry, grievance procedures in the railroad industry, human relations, public speaking, parliamentary procedure, safety standards and procedures, the Federal Employers' Liability Act, technological change in the railroads, and the future of railroad transport. The staff for the seminar series included J. J. Corcoran, Brotherhood of Railroad Trainmen; A. B. McNabney, Brotherhood of Locomotive Firemen and

Enginemen; Fred Stripp, Associate in Speech, UC; Clifton Hildebrand, attorney; John Hugh Jones, Department of Engineering, UC; Robert A. Brady, Department of Economics, UC; and several members of the regional staff of the Interstate Commerce Commission. A similar series of seminars is due to take place next fall.

10. Cannery Workers Conference

A one-day conference on automation in the canning industry, to be presented in March, 1957 in cooperation with the Western Conference of Cannery Workers, was cancelled.

11. AFL Annual Institute

The tenth Annual AFL Institute, which under normal circumstances would have taken place in April, 1957 will take place in July of this year because of staff problems. The theme of the conference will be problems and prospects for negotiated health and welfare funds. Among the subjects to be discussed are the history of health and welfare funds since World War II, major health problems in the United States, the administration and evaluation of health and welfare funds, new ideas in health insurance and organization, and various special aspects of health and welfare fund administration. Other subjects such as future prospects in collective bargaining, new ideas in arbitration, the integration of social insurance and general economic prospects will also be discussed. The conference will be held in Santa Barbara.

12. Labor and Atomic Energy

In cooperation with the Pacific Coast Metal Trades Council, AFL-CIO, the Institute is presenting a two-day conference on May 23 and 24, on selected aspects of the peacetime application of atomic energy of particular interest or relevance to labor. The major part of the conference will consist of a series of scholarly papers delivered by faculty members of the University of California; it is hoped to publish the proceedings. Subjects scheduled for discussion include public ownership and private enterprise in atomic energy; the future of atomic propulsion; atomic energy, public safety and State law; atomic energy, employee safety and State law; safety problems in atomic energy installations; industrial relations in atomic energy; problems of security and secrecy in atomic energy development; new research into radiation hazards; and workmen's compensation under atomic energy. Papers at the conference will be delivered by Kenneth McCaffrey, Assistant Director, Institute of Labor Economics, University of Washington; Theodore Merkle, Assistant Division Leader, Nuclear Propulsion Division, Radiation Laboratory, UC; Albert Harris, Deputy Attorney General of California; A. C. Blackman, Chief, Division of Industrial Safety, California Department of Industrial Relations; Arthur M. Ross, Director, Institute of Industrial Relations, Berkeley; Benjamin Aaron, Associate Director, Institute of Industrial Relations, UCLA; Hardin Jones, Assistant Director, Donner Laboratory, UC; and Herman Somers, Visiting Professor of Political Science, UC. The conference will be held in Long Beach.

13. Teachers' Course and Institute

The Institute has arranged for the presentation on this campus of a special one-unit course in Labor Economics for the California State Federation of Teachers. The instructor will be Joseph Garbarino, Associate Professor of Business Administration, UC. The course, which will take place in July, will be followed by a state-wide education conference, lasting two days, for the teachers' group.

14. Workmen's Compensation

The Institute is cooperating with the East Bay Labor Health and Welfare Council in the presentation, on June 6, of a one-day conference on problems of workmen's compensation in California. The general purpose is to obtain a critical review of selected aspects of workmen's compensation today. The subjects to be discussed include benefit levels in workmen's compensation, medical care and rehabilitation, and future prospects for workmen's compensation. The principal speakers at the conference will be Earl F. Cheit, Acting Associate Professor of Economics, UC; Leon Lewis, M.D., Director, Respiratory and Rehabilitation Center, Fairmont Hospital; and Herman M. Somers, Visiting Professor of Political Science, UC. The conference, the proceedings of which may be published, will be held at International House.

15. Municipal Employees Conference

A one-day conference for shop stewards of the East Bay Municipal Employees Union will be held in June at the Labor Temple, Oakland. Topics to be discussed include labor history, communication, trade unionism in public employment, and current legislative issues affecting public employees.

16. As a follow-up to the conference on Labor and Atomic Energy in Long Beach, the Institute is cooperating with the American Labor Education Service in presenting a two-day invitational seminar for union officials in the Bay Area on legislative problems in atomic energy. The seminar will be held June 20 and June 21 on this campus.

C. MANAGEMENT PROGRAMS

1. Eighth Annual Summer Management Conference

The Eighth Annual Summer Management Conference was held at Yosemite in September, under the joint sponsorship of the Graduate Schools of Business Administration, University Extension, and the Northern and Southern Divisions of the Institute. Primary responsibility for planning this year's conference lay with the Berkeley Institute. The conference was devoted to the topic, "The Changing Labor Market." Principal speakers included Charles L. Critchfield, Director of Scientific Research, Convair Division of General Dynamics Corporation, San Diego, who spoke on "Science and the Labor Market of the Future"; Professor William Haber, Department of Economics, University of Michigan, who spoke on "The Changing Labor Market"; Clinton S. Golden, Vice-President, United Steelworkers of America, and Executive Director, Trade Union Program, Graduate School of Business Administration, Harvard University, who spoke on "Beyond Mature Collective Bargaining"; John D. J. Moore, Vice-President, W. R. Grace & Company, New York, who spoke on "Management's Role in a Dynamic Economy"; and Arthur M. Ross, Director of the Institute, who spoke on "Industrial Relations in a Changing Labor Market." The Conference was attended by 100 industrial relations executives and general officers of businesses and industries throughout the state. The Institute is assisting the Los Angeles Institute in preparing for the Ninth Annual Conference, to be held in June, addressed to the topic "Changing Concepts of Compensation and Recruitment."

2. Seventh Annual Bay Area Management Conference

This Conference focuses attention on management problems of the Bay Area; this year's being "Industrial Expansion in the Bay Area." John Kendrick, Kitimat Plant, Aluminum Company of Canada, Ltd.; David Bohannon, David D. Bohannon Organization, San Mateo; and Dean E. T. Grether, School of Business Administration, the University, were the principal speakers. Workshops on the geographical expansion of industry and on industrial expansion and the labor supply rounded out the conference. The Conference is presented by United Employers, Inc., Oakland; Oakland Chamber of Commerce; the School and the Graduate School of Business Administration; the University Extension and the Institute.

3. Management-University Seminar

The topic of this seminar is the Philosophy of Management. Designed for general officers of business and industry, it recognizes that problems of industrial relations cannot be separated

from overall organizational policy or from social issues. The seminar is invitational, and its members include presidents and vice-presidents of fifteen major Bay Area firms and associations. It provides a continuing forum for systematic examination of the problems underlying policy issues. Recent discussions have centered around Whyte's The Organizational Man, four contemporary "businessman" novels, Bendix's Work and Authority in Industry, and Selekman's Power and Morality in a Business Society. The seminar is planned and led by Dr. Ross.

4. Human Relations Discussion Group

This is an invitational group of about 40 industrial relations and personnel directors in the Bay Area, who meet monthly to discuss a wide range of professional questions. The group meets under the chairmanship of Dr. Ross. Recent speakers have included Dr. William Knowles, Dr. Mason Haire, both of the Institute, and J. J. Hayes, Management Training Superintendent for United Air Lines.

5. Supervisory Training Program in Human Relations for Foremen and Supervisors

The current series rounds off the fourth year of this program. It is designed to offer supervisors an opportunity to consider the motivation, attitudes and needs of the people in a working environment, both their own and those whose work they supervise. Although the objective of the program, to assist in improving working relationships, remains constant, the design and conduct of the seminars are necessarily experimental and subject to constant re-evaluation. Ten seminars were held, with 200 registrants from companies throughout northern California.

Certain seminars are designed for office supervisors. Although the objectives remain the same, materials, problems and discussion are presented in terms of office situations.

6. Training Seminar for New Foremen in Small Industries

Major emphasis of this program is similar to that of the Supervisory Training Program described above. Attention is also given to the special problems of men newly undertaking supervisory responsibilities.

7. Human Relations Alumni Association

Interested men who have completed the Supervisors Training workshops, and who wish to continue an association with the program, have organized themselves into a monthly dinner-discussion group.

They include first-line supervisors, personnel and industrial relations officers, staff members and technical personnel. Efforts are under way to develop this into a self-sustaining organization.

OCCASIONAL ACTIVITIES

8. The Japanese Industrial Productivity Study Team Visit

At the request of the Bureau of International Relations, the Institute organized a conference on some current aspects of American industrial relations for a Japanese industrial productivity study team. Dr. Knowles spoke on human relations and Dr. Kennedy on recent trends in labor relations. A panel presented an outline of trends in education and training, including both management development programs and union education and training. The team, sponsored by the State Department, consisted of fifteen leaders in industrial relations, from industry, unions, and the government.

PROPOSED MANAGEMENT PROGRAMS

1. A Program for Training Specialists

Rather than duplicate the efforts of the growing number of "human relations" programs being undertaken by industrial relations departments of northern California firms, some thought is being given to directing the Institute's contribution to those specialists who are attempting to build up this kind of program in their own companies.

2. A Program for Middle Management

The Institute is investigating the needs of the group of men who have been in industrial relations work about five to ten years, who are essentially still acting as "assistants-to." It is from this group that top executives of ten years from now will be selected, and it may be that a special program organized for this group would be particularly useful.