

NINE COMMUNITY ADVISORS APPOINTED

100th Industrial Relations Certificate Granted As Institute Education Program Enters 11th Year

The Institute recently issued its 100th Industrial Relations Certificate to Edward C. Borgeson of the Shell Chemical Corporation in Martinez.

Now in its 11th year of operation, the Certificate Program continues to offer a special educational opportunity to persons who wish to increase their professional competence in industrial relations or related areas.

Clark Kerr Inaugurated

Clark Kerr, director of the Institute from 1945 to 1952, has succeeded Robert Gordon Sproul as President of the University.

Kerr was inaugurated at formal convocations at Berkeley and Los Angeles last month.

Chancellor at Berkeley since 1952, as well as an Institute research associate and a professor of business administration, Kerr is internationally known as a teacher, writer, arbitrator, administrator, and consultant to government and public service organizations. He has published one book and over 70 monographs, articles, and reviews on industrial relations, labor, and economics.

President Kerr will continue as a member of the Institute's research staff.

Conference-Seminar Program For Kaiser Management

A management conference and seminar program for the Kaiser Medical Care Entities opened September 7-10 at the Feather River Inn.

A series of follow-up seminars will be presented in the Bay Area beginning this month.

Developed for hospital administrators, doctors, and other Kaiser Medical Care management personnel, the program covers such topics as: executive behavior, fiscal control problems, and management organization and objectives.

Faculty includes: Leon Festinger of Stanford and Mason Haire, William C. Schutz, William J. Vatter, and John T. Wheeler of the University of California.

The Kaiser program was planned jointly by the Institute of Industrial Relations and Edwin B. Bell, employee relations advisor for the Kaiser Medical Care Entities.

New Committee Members Announced by President

Nine new appointments to the Institute's Community Advisory Committee have been announced by President Kerr's Office.

The CAC, composed of 24 representatives of labor, management, and the general public, meets on call of the President to assist the Institute staff in selecting programs which will best serve the community.

New members of the Community Advisory Committee are:

C. R. Bartalini, secretary, Bay Counties District Council of Carpenters; John W. Bristow, executive vice-president, California Processors and Growers, Inc.; Glenn E. Brockway, regional director, U. S. Bureau of Employment Security; William W. Davison, vice-president, Standard Oil Company of California; Louis B. Knecht, director, District 9, Communications Workers; Edward P. Park, director, State Department of Industrial Relations; Raymond E. Peters, presiding justice, California District Court of Appeal; John T. Schiavenza, secretary-treasurer, California Conference of Machinists; C. T. Spivey, director of industrial relations, Columbia-Geneva Steel Division, United States Steel Corp.

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New Labor-Management Arbitration Seminar

A new Institute seminar on labor-management arbitration has been scheduled for the fall. It will be led by Arthur M. Ross, director of the Institute and vice-president of the National Academy of Arbitrators.

Designed for representatives of management and labor, government officials, and attorneys, the seminar will provide an opportunity to present, argue, and discuss actual arbitration cases. The course will cover practical problems of preparing and presenting arbitration cases; principal types of evidence in disciplinary, seniority, classification, and other disputes; legal problems of enforcement and judicial review; and potential improvements in the arbitration process.

Intended to provide practical professional education for persons already engaged in the field, the seminar does not carry college credit and will not involve examinations.

The seminar leader, Mr. Ross, has been permanent arbitrator for Convair and the International Association of Machinists since 1955, arbitrator for Firestone Tire and Rubber Company and the United Rubber Workers since 1956, and a member of the U. S. Atomic Energy Labor Panel since 1953.

The Arbitration Seminar is scheduled for 10 two-hour sessions. It will meet from 4-6 p.m., alternate Tuesdays, from November 4 to March 17. There will be a recess from December 16 to January 6.

CURRENT RESEARCH ACTIVITIES

Walter Galenson, S. M. Lipset, Philip Selznick, and Arthur M. Ross of the Institute staff are engaged in a group of studies of *Labor in a Free Society*, sponsored by the Fund for the Republic.

The project is under the general supervision of a Research Advisory Committee headed by Clark Kerr, who is one of the consultants guiding the Fund's Basic Issues Program, of which the trade union studies are a part.

In general, the work of the project is to examine the impact made by unions upon the freedom of individuals and of society.

Walter Galenson is directing a group of studies of the government of national trade unions. He will also undertake a survey of the structure of trade unions in selected European countries, with a view to analyzing the relationship between democracy and trade union structure in Europe and the United States.

Lipset, Selznick, and Paul Jacobs, staff administrator, are developing plans for a nationwide survey of work attitudes toward various aspects of unionism, while Arthur M. Ross will conduct a study of the problem of fiduciary standards for union administration.

The project will include a number of other studies. For example, J. B. S. Hardman, Sol Barkin of the Textile Workers Union, Lewis Carliner of the United Automobile Workers, and Gus Tyler of the International Ladies Garment Workers are preparing papers on the philosophy of the labor movement.

At UCLA, Frederic Meyers will be engaged in investigating Texas' experience with right-to-work legislation, and Leo Bromwich will work on an analysis of union constitutions, under the direction of Benjamin Aaron, associate director of the Institute of Industrial Relations at Los Angeles.

W. Willard Wirtz, Chicago attorney, will conduct a study of arbitration and worker freedom with Robbin Fleming of the University of Illinois.

Jack Barbash of the University of Wisconsin is doing an analysis of democracy in local unions.

A study of election and turnover of officers in local unions is being prepared by Philip Taft of Brown University.

The union in the political community will be analyzed by George Belknap of the University of California and John Bunzel of Stanford, under the direction of Norman Jacobson.

INSTITUTE PUBLICATIONS

New Book to Be Released in Early November

Social Mobility in Industrial Society

by Seymour M. Lipset and Reinhard Bendix

(Berkeley and Los Angeles: University of California Press, 1958; \$5)

The study of social mobility is basic to an understanding of the functioning of modern industrial societies. The quality of a nation's leadership, its prevailing political and social philosophies, and its rate of economic development are all profoundly influenced by the relative rigidity or fluidity of its class structure.

In a book to be published at the beginning of November, Professors Lipset and Bendix cast doubt on the validity of a number of widely accepted generalizations relating to social mobility: particularly (1) that there has been substantially less mobility in Europe than in the United States, (2) that social mobility tends to decline as industrial societies mature, and (3) that opportunities for entrance into the business elite become more restricted with mature industrialization.

In a careful analysis of the existing literature, the authors marshal an imposing array of evidence in support of their major thesis that social mobility is an integral and continuing aspect of the process of industrialization.

This volume represents the fruits of a collaborative effort that has extended over a long period. In part the authors utilize the results of the Oakland Labor Mobility Survey which was conducted by the Institute in 1949, but they also draw on a large number of other American and foreign studies. Many of the chapters in the book have been previously published as articles in journals, but such sections have been extensively rewritten and considerable new material has been added. The result is an integrated treatise on social mobility rather than a collection of papers.

Both authors are professors of sociology at the University as well as members of the Institute staff.

Recent Reprints

School Children's Perceptions of Labor and Management, by Mason Haire and Florence Morrison (No. 103). Despite widespread public concern over certain aspects of labor-management relations, there have been few careful empirical studies of attitudes toward management and unions and the manner in which these attitudes develop in childhood and early youth. Haire and Morrison present some interesting findings based on tests administered to California school children, including samples of children drawn from several age groups.

The Well-Aged Arbitration Case, by Arthur M. Ross (No. 104). On the basis of data compiled from *Labor Arbitration Reports*, Ross shows that the average arbitration case, though still considerably less time-consuming than many types of court cases, consumes more time than was true a decade ago. If present trends continue, he concludes, a principal advantage of arbitration will have been sacrificed.

Radiation Hazards: A New Challenge to Workmen's Compensation, by Earl F. Cheit (No. 105). In a paper presented before an AFL-CIO conference on atomic radiation hazards in industry, the author describes the inadequacy of present-day workmen's compensation legislation in cases of disabling radiation, particularly where disability is due to past or chronic exposure rather than immediate injury.

Reference Group Theory and Trade Union Wage Policy, by Seymour Martin Lipset and Martin Trow (No. 106). There has been much recent interest among labor economists in the influence of non-economic factors on collective bargaining relationships. Lipset and Trow examine the problems of analysis such research has raised and note the similarity to difficulties experienced by sociologists working with reference group theory.

Plant Sociology: The Elite and the Aborigines, by Clark Kerr and Lloyd H. Fisher (No. 107). A survey of the writings of industrial sociologists of the Elton Mayo school and a critical examination of the arguments and evidence upon which their major propositions are based.

Labor Market Factors and Skill Differentials in Wage Rates, by William Goldner (No. 108). This paper was presented before the Industrial Relations Research Association as a progress report on research still being carried out. The author tentatively identifies three interacting variables as influencing skill differentials in a metropolitan region: the size of the labor market, industrial structure of the regional economy, and rural-urban income ratio.

(Single copies free; additional copies 20 cents each.)

Employment and Income Maintenance

by Margaret S. Gordon

Dr. Gordon, associate director of the Institute, was asked to present a statement on the problems of employment and income maintenance of older people in California at hearings held by the Citizens Advisory Committee on Aging on September 11 and 12 in San Francisco. (The Citizens Advisory Committee was established by the California Legislature in 1955 as an independent agency.) A summary of Dr. Gordon's statement follows:

Despite a marked improvement in the income status of older persons during the last decade or so, we are still far from the goal of eliminating poverty in old age. As recently as 1956, nearly a fifth of all persons aged 65 and over in the nation had no income and approximately six-tenths had incomes of less than \$1,000.

Since California is a relatively high-income state and monthly payments under our old-age assistance program have tended to be higher than in most other states, it would be expected that elderly Californians would have somewhat higher incomes than the national average. Unfortunately, there are no recent data bearing on this question, but at the time of the 1950 Census, the income level of elderly Californians was only slightly above that of older persons in the nation as a whole, while the median income of men aged 65 and over in the metropolitan areas of the state was actually well below that in such areas as New York, Chicago, and Philadelphia.

In interpreting these comparisons, it must be kept in mind that California's aged population includes a relatively large proportion of women, unrelated individuals, and persons aged 75 and over. All these factors tend to be associated with low income and help to explain the comparatively high proportion of elderly persons receiving old-age assistance in the state.

Labor force participation

Furthermore, an unusually small proportion of elderly men in the urban areas of the state are in the labor force. Only 32 per cent of all urban men aged 65 and over in California were in the labor force in 1950, as compared with 40 per cent for the nation as a whole. Since 1950, the long-run downward trend in the proportion of aged men in the labor force in the nation has continued. There is some evidence that there has also been a downward trend in California.

This factor is of the utmost importance, since older persons who have earnings tend to have substantially higher incomes than those who are not employed. Particularly striking is the fact

that in 1956, among men aged 65 and over in the nation, those who were year-round full-time workers had a median income of \$3,475, as compared with only \$1,421 for all aged men with some income.

The health problem

These data strongly suggest that every effort should be made to expand employment opportunities for elderly people. However, a good many studies have shown that the number of aged persons who could be drawn into the labor force through more favorable employment opportunities is not large. For example, a nationwide survey conducted by the Census Bureau for the Institute of Industrial Relations at the University of California in 1952 indicated that the great majority of men aged 65 and over who were not in the labor force did not consider themselves well enough to work. The results of this study were reported in *The Economic Status of the Aged* by Peter O. Steiner and Robert Dorfman (University of California Press, 1957).

Thus we must continue to rely chiefly on raising the level of retirement benefits if we are to succeed in substantially improving the income status of the 65-and-older group. But this does not mean that we should abandon the attempt to expand employment opportunities for this group, particularly in part-time work, and to encourage more flexible retirement systems.

Discrimination in hiring

At the same time, it is imperative that we step up our efforts to combat the discriminatory hiring practices that bar many persons aged 45 and over—and in some cases as early as 35—from available jobs. Various surveys during the last year or so have suggested that this problem is becoming more serious. New York's recent decision to join the group of states with laws against age-discrimination in hiring has aroused interest in the question as to whether California should follow suit. I am not convinced that compulsory legislation represents the best approach to this problem, although I would like to see a careful study made of the experience of a state such as Massachusetts, which has had this type of legislation since 1950.

Certainly we need a more active educational effort in which both labor and management participate, increased emphasis on training and retraining programs, and possibly some expansion in the commendable older-worker program of the California Department of Employment.

California's position

In developing plans to meet the needs of its aged population, California is in a relatively favorable position. As a result of the continued in-migration of young adults and a sustained high birth rate, the proportion of elderly persons in the state's population is declining, even though their numbers are increasing. Furthermore, as more and more elderly people become eligible for OASI benefits, the number of persons receiving old-age assistance is gradually declining.

However, within the state's aged population, the proportion of persons aged 75 and over may be expected to increase somewhat. This is likely to mean an increase in the proportion requiring extensive medical care and in the need for boarding homes, nursing homes, and mental institutions.

The future

All these factors must be taken into account in planning for the future. We also need a comprehensive study of California's old-age assistance program, including a survey of the income status and budgetary requirements of aged couples and individuals in various types of communities. There is evidence that the present maximum grant may be adequate in some situations and not in others.

Finally, we need greater emphasis on the preventive approach in attacking the problem of aging. This has many implications, but from an economist's point of view the preventive approach implies focussing particular attention on the contingencies—unemployment, disability, prolonged illness, and downward occupational mobility—that impair or interrupt the earning power of some workers, especially during the later years of working life, and seriously affect the resources with which they approach old age.

Other speakers at the recent hearings before the Citizens Advisory Committee on Aging were:

Clifton E. Davenport, U. S. Social Security Administration; Helen Nelson, State Department of Industrial Relations; Frank P. Foisie, Federated Employers of San Francisco; Don Vial, California Federation of Labor; Glenn E. Brockway, U. S. Bureau of Employment Security; George K. Wyman, State Department of Social Welfare; Harry W. Stewart and John Corrie, State Department of Employment; Jennie Matyas, International Ladies Garment Workers Union.

ITEMS OF INTEREST . . .

Apprenticeship Seminar

Over 70 field consultants of the State Division of Apprenticeship Standards will attend an Institute seminar December 1-5 on the problems and policies involved in the selection of apprentices.

In addition to an examination of present procedures used by the various Joint Apprenticeship Councils, the program will include consideration of new developments in selection techniques.

The seminar will be held in Fresno.

Labor Press Conference

The 9th annual Labor Press Conference will be held November 15-16 in San Francisco and will be attended by representatives of the California labor press.

The principal subject of this year's conference will be the issues affecting labor in the 1958 elections.

The conference is a joint presentation of the California State Federation of Labor and the Institute.

Supervision and Leadership

A new approach to problems of supervision and leadership is being attempted in a short course titled "Human Factors in Supervision and Leadership."

Starting on October 2 at the Berkeley campus, the weekly sessions are under the direction of Professors Sam Trull of the School of Business Administration and Lyman W. Porter of the Psychology Department.

AFL-CIO Education Conference

John Hutchinson, Institute coordinator of labor programs, has been invited to speak on union-university cooperation at the AFL-CIO Pacific Coast Education Conference to be held in Vancouver, Washington, November 18-20.

The conference will be attended by labor representatives from the three Pacific Coast states and Alaska.

Supervisors Forum

The Supervisors Forum considered problems of cost control and budgeting at its September meeting. R. W. Wasz, Joseph T. Ryerson and Son, Inc.; Herb Sieck, Owens-Illinois Glass Co.; and Hal Kurtz, Trans World Airlines, Inc., reviewed procedures in their respective companies.

Forum membership will be available in 1959 to a limited number of supervisory personnel without the former prerequisite of University Extension class completion. Inquiries are invited.

Unions and Consumers

A seminar on "Trade Unionism and the Consumer" will be held on October 11. The seminar is presented in cooperation with the Consumers Union, most major statewide labor organizations, and a number of cooperative and credit union groups—the same organizations which took part in last June's conference on "Unemployment and the Consumer."

Employee Selection

The special problems involved in employee selection and appraisal will be the subject of a one-day conference early in December. Plans for a San Francisco meeting are being made by the Institute in cooperation with Barbara A. Kirk, manager of the Counseling Center, and other members of the University staff.

Labor Song Concerts

The Institute and the University Committee on Drama, Lectures, and Music will present a series of three concerts of labor and industrial songs in the spring.

Each concert will be concerned with a particular historical period: early British and American, the 19th century, and the 20th century.

Soloists will include John Greenway and Joe Glazer.

Australian Psychologist To Speak November 24

Kenneth F. Walker, professor of psychology at the University of Western Australia, will speak on "Psychology and Industrial Relations" at 4 p.m., November 24, in 145 Dwinelle Hall, University campus.

A psychologist and a specialist in the organization and policies of unions and management, Professor Walker is the author of *Industrial Relations in Australia* (Harvard University Press, 1956).

The lecture is open to the public.

Certificate Program

(Continued from page 1)

being made to consult with representatives of management and labor concerning revisions and additions.

In addition to Borgeson, Paul Herricks, John C. Higuera, John David Howell, and Joseph Wehrly received Certificates during the summer.

Community Advisors

(Continued from page 1)

Continuing members of the committee are:

Clark Kerr, chairman; Glenn Bowers, supervisor of conciliation, State Department of Industrial Relations; Albert Brown, president, Central Labor Council of Alameda County; J. Hart Clinton, executive vice-president, Distributors Association of Northern California; Bryan P. Deavers, general president, State Building and Construction Trades Council; Manuel Dias, president, California Industrial Union Council; Joseph J. Diviny, vice-president, Teamsters; Sam Eubanks, executive secretary, San Francisco-Oakland Newspaper Guild; John F. Henning, research director, State Federation of Labor; Glen Ireland, vice-president, Pacific Telephone; V. Wayne Kenaston, assistant regional director, Federal Mediation and Conciliation Service; Albert E. McIntyre, president, Malsbary Manufacturing Co.; George Mann, chief, State Bureau of Adult Education; Scott Newhall, executive editor, S. F. Chronicle; J. Paul St. Sure, president, Pacific Maritime Association; Frederic B. Whitman, president, Western Pacific Railroad.

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