

## Residential Labor Education Program To be Co-sponsored by Institute

### Liberal Arts Experiment Will Be Tried in 1961, 1962

The Institute is to take part in a national experiment in labor education.

Starting next summer, a 10-week residential course in the liberal arts will be offered for selected union personnel.

The program will be presented in cooperation with the National Institute of Labor Education, an organization of university and union representatives.

Similar programs will be held at Cornell University and the University of Michigan. All three will be supported by funds from the AFL-CIO and from various foundations.

As now planned, the summer school will be given in 1961 and 1962. If successful, the program will be continued on a permanent basis.

### Enrollment plans

Enrollment at each campus will be limited to about twenty-five persons, most of whom are expected to be full-time union personnel. Some provision will be made, however, for applicants who are not union officers and for overseas union officials.

NILE will provide free tuition (\$800) and half the cost of room and board.

Recruitment to the program will be nationwide, but it is expected that most participants in the Berkeley summer school will come from the western states.

### No education requirements

No formal educational background is necessary for admission and there will be no examinations at the conclusion of the program. Reading and writing assignments will be given during the course.

Four areas of interest will be covered at the school: political science; history, structure, and philosophy of the labor movement; economic problems of the present day; man and society.

Specifically, classes will study such subjects as: American political history and institutions; labor history from the pre-industrial period to the present; structure of the labor movement; labor philosophy, with some foreign compar-

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### Personnel Administrators Invited to Take Part In New Monthly Series

The Personnel Administration Seminar, newest addition to the Institute's group of continuing monthly dinner meetings for management, will start October 25.

Membership is open to persons who are responsible for directing personnel in firms and who have an interest in developing closer relations with University faculty members concerned with the same field.

Mason Haire, Professor of Psychology and Institute Research Psychologist, will speak at the first meeting. His subject will be, "Personnel Implications of the Current Interest in Organization Theory."

In the future, seminar participants will meet each month for dinner in San Francisco.

Such monthly seminar series are an important part of the Institute's Community Services program and are sponsored to encourage the exchange of ideas and information between University representatives and people in the business community.

Personnel officers interested in attending the new seminar should telephone the Coordinator of Management Programs, THornwall 5-6000, Ext. 2571.

## Five Institute Staff Members Participate In Governor's Two-day Conference on Aging

Five members of the Institute's staff participated in the Governor's Conference on Aging held in Sacramento, October 3 and 4.

Arthur M. Ross, Institute Director, addressed the Conference's Division on Economics and Employment on the work of the Governor's Commission on Employment and Retirement Problems of Older Workers, of which he is chairman (see recommendations of the Commission in summary on page 3).

Margaret S. Gordon, Institute Associate Director, was chairman of the Con-

## New Seminar Course For Research Directors Starts November 7

A special seven-week seminar series has been arranged for directors of research and development projects in industry.

The program will begin November 7 at the Men's Faculty Club on the University campus at Berkeley and will continue for six successive Monday evenings. The meetings will last from 4 to 8 p.m., with dinner included.

Subjects to be covered include organization, communications, wages and salary administration, patents, understanding the scientist, operations research, budget formulation, project determination, financial structure, and creativity.

The seminar series will be coordinated by Samuel G. Trull, Lecturer in Business Administration, and William E. Rogin, Institute Coordinator of Management Programs.

Meetings will be led by Dr. Trull; Ernest M. Card, Jr., Wage and Salary Administrator, Food Machinery and Chemical Corp.; Robert M. Oliver, Lecturer in Industrial Engineering; George Strauss, Professor of Business Administration; Malcolm C. Williams, Director of Financial Operations, Lockheed Aircraft Corp.; Donald Woodworth, Research Psychologist, Institute of Personality Assessment and Research; Rene Zentner, Attorney, Shell Development Co.

For further information, contact William E. Rogin at THornwall 5-6000, Ext. 2571.

ference's Division on Economics and Employment.

Joseph W. Garbarino, Professor of Business Administration, was chairman of a section on Age Barriers to Employment.

Earl F. Cheit, Associate Professor of Business Administration, was chairman of a section on Financing of Medical Care.

John Hutchinson, Coordinator of Labor Programs, was coordinator of a section on Problems of Older People as Consumers.

## CURRENT RESEARCH ACTIVITIES

Since the last issue of the *Bulletin*, four books have been published under Institute auspices. Two of these—the Ross-Hartman volume and the Knight study—are discussed in the adjacent column. In addition, Bennet M. Berger's *Working Class Suburb: A Study of Auto Workers in Suburbia* and Howard M. Vollmer's *Employee Rights and the Employment Relationship* have been published by the University of California Press.

Berger's study is based on interviews with workers living in a suburb of San Jose, California. The interviewees were all employees of the Ford Motor Company and moved from the Richmond area to the San Jose area when the company relocated its northern California assembly plant in 1955.

Once they had settled in their new suburban environment, did these auto workers tend to conform to the stereotyped view of "life in suburbia," which has been so widely described in recent semi-popular literature?

Berger's findings take the form, in very large part, of a negative answer to this question. His suburbanites had not, to any marked extent, taken on the patterns of behavior and attitudes associated with white-collar suburbs, even though they were conscious of a new sense of well-being and of a stake in community living in their suburban environment which contrasted with their recollections of life in Richmond.

As the author himself points out, his findings strongly suggest that there may well be wide variety in patterns of suburban living, associated with differences in the social and economic backgrounds of the residents.

Vollmer's study forms a part of a broader inquiry into due process and employee rights in modern industry, which is being conducted under the direction of Philip Selznick, Professor of Sociology and a member of the Institute staff. The Vollmer volume, which is concerned primarily with the attitudes of workers toward their employment rights, is based chiefly on interviews with a sample of employees of four large firms in the San Francisco area. The author also draws on the results of several earlier sample surveys with which he was associated.

On the basis of his findings, Vollmer distinguishes between two types of em-

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## INSTITUTE PUBLICATIONS

### BOOKS

#### **Changing Patterns of Industrial Conflict**

By Arthur M. Ross and Paul T. Hartman

(New York: John Wiley & Sons, Inc., 1960; \$6.50)

Prevailing American views of the role of strikes in industrial relations are based almost entirely on an analysis of experience in the United States. And yet, according to the authors of this study of strike experience in 15 non-Communist nations, "the American experience is not representative of industrialized countries as a whole." Based largely on an intensive analysis of strike statistics for the period from 1900 to 1956, the study indicates that there has been a decided downward trend in strike activity in nearly all the countries studied. In a number of countries, particularly in Northern Europe, the strike no longer plays a significant role in industrial relations. In certain other countries, although strikes continue to be important, their role is very different from the American model. In fact, the authors point out, "the textbook or dictionary definition of the strike is fully applicable only in the United States and Canada . . . which really comprise a single system of industrial relations."

#### **Industrial Relations in the San Francisco Bay Area, 1900-1918**

By Robert E. L. Knight

(Berkeley and Los Angeles: University of California Press, 1960; \$6.50)

Although the origins of union organization in the San Francisco area can be traced back to the Gold Rush era, it was during the first few decades of the present century that San Francisco acquired its reputation as a stronghold of unionism. Thus the history of labor relations in Northern California from 1900 through World War I is of unusual interest. The author precedes his account of the period with a lengthy introductory chapter on industrial relations in San Francisco from the Gold Rush to 1900. Then, in a detailed study of developments from the turn of the century onward, Dr. Knight considers the reasons for the success of unionism, the response of the employers, and the development of multi-employer bargaining in a number of industries, as well as the failure of several efforts to form strong employer organizations that cut across industry boundaries.

### REPRINTS

**The Older Worker and Hiring Practices**, by Margaret S. Gordon (No. 136). Despite the efforts of many public and private agencies to remove barriers to the employment of older workers, upper age limits in hiring are still common. In an analysis of the policies of selected large and small firms in the San Francisco area, the author points out some apparent reasons for age discrimination.

**Managing the Managers—The Distribution of Power in American Industrial Society**, by Clark Kerr (No. 137). Can the freedom of individuals be preserved in an era of ever-increasing concentration of economic power? Dr. Kerr suggests that certain of the principles underlying our political system might well be applied in areas of centralized power other than that of public government.

**The Impacts of Unions on the Level of Wages**, by Clark Kerr (No. 138). A part of the American Assembly's 1959 project on *Wages, Prices, Profits, and Productivity*, this essay examines the extent to which the growth of the trade union movement and its power over the wage-setting process can be held responsible for the recent pattern of steady inflation.

**Collective Bargaining and Inflation**, by Lloyd Ulman (No. 139). The author believes that collective bargaining has contributed to the upward movement in wages and prices in the postwar period, but he concludes that the over-all impact of unions might reasonably be expected to decline in future years.

**Employment Problems of Older Workers**, by Arthur M. and Jane N. Ross (No. 140). In a report to the Senate's Special Committee on Unemployment Problems, the authors survey long-term developments affecting the employment prospects of older people, employer and union policies, retirement programs, legislation, and state employment assistance programs.

## RECOMMENDATIONS ON OLDER WORKERS

California needs 1) a statute which will prohibit age discrimination in hiring, and 2) an expanded program of special employment assistance for older workers.

These are the two major recommendations of the Governor's Commission on Employment and Retirement Problems of Older Workers.

A full report and appended recommendations (outlined below) were presented to Governor Brown on October 3 after the opening session of the Statewide Conference on Aging.

Governor Brown appointed the Commission in April 1959 to make an intensive study of problems affecting middle-aged and older workers. Particular attention was to be given to job discrimination and other difficulties in securing employment, retirement age and the question of mandatory versus flexible retirement, and transferability of pension rights in relation to labor mobility.

As part of its work the Commission undertook a survey of all pension and deferred profit-sharing plans in establishments with 100 or more employees in the three largest metropolitan areas of California.

The report is comprehensive in regard to the Commission's terms of reference and is one of the most extensive investigations yet done of older workers in California. The report will be published in the near future.

### Recommendations

1. *Action should be taken to assure equal employment opportunity for older workers in California.*

A statute should be enacted which prohibits age discrimination in hiring when such discrimination is not called for by a *bona fide* occupational consideration.

The main purpose of the statute would be to ensure that older job applicants are judged on their merits and that such workers are not barred from consideration by restrictive clauses in help-wanted advertisements, use of application blanks for purposes of discrimination, maximum hiring ages, and similar techniques.

An administrative agency should be authorized to interpret age requirements, investigate compliance, and dispose of problems wherever possible through persuasion and mediation.

When formal proceedings are deemed necessary, the agency should file a complaint and request for enforcement with the Attorney General.

The Commission makes no recommen-

ation as to whether the administrative tasks involved should be handled by the present Fair Employment Practices Commission or by a new agency with special competence in employment problems of older workers.

The statute should specifically provide for, and emphasis should be given to, a broad educational effort, designed to

### Commission Members:

Arthur M. Ross, Chairman, Director, Institute of Industrial Relations, Berkeley; Benjamin Aaron, Associate Director, Institute of Industrial Relations, Los Angeles; George E. Bodle, Los Angeles attorney; Robert H. Canan, attorney, Lockheed Aircraft; Roy Garis, Professor of Economics, University of Southern California; Margaret S. Gordon, Associate Director, Institute of Industrial Relations, Berkeley; Richard Liebes, Research Director, Bay District Council of Building Service Employees; R. F. McNally, Vice President, California Motor Transportation, Ltd.; Joseph L. Seligman, San Francisco attorney; William H. Smith, Secretary-Manager, Federated Employers of San Francisco; Don Vial, Assistant to the Secretary-Treasurer, California Labor Federation.

achieve maximum voluntary compliance on the part of employers, unions, employment agencies, and others affected by the law.

The statute should also establish a State Advisory Board on Problems of Older Workers, to which representatives of management, labor, government agencies, and the general public would be appointed by the Governor.

The Board should be directed to promote local placement programs, study the effectiveness of training and counselling assistance, participate in the education program suggested above, and generally serve as a bridge between the state and the labor-management community.

2. *The Department of Employment's program of special assistance for older workers should be expanded and intensified.*

The Commission reports that while protective legislation and educational efforts can be of great help, there is no substitute for placement of specific job seekers.

Many older workers cannot be placed successfully by conventional Employment Service routine. Individual effort is relatively expensive, but is justified by public interest in the reintegration of older workers.

Experience of the state's limited program of special assistance has been good, but there must be extended emphasis on such services as: interviewing, counseling, aptitude and performance tests, assistance in preparing resumes, referral to training and retraining classes, and solicitation of employers.

In order to implement the above recommendation, additional federal support should be sought.

3. *The "retirement test" under the Federal Old Age and Survivors Insurance program should be liberalized, as should similar tests found in a few private pension plans.*

At present OASI recipients may not earn more than \$1,200 a year without a reduction in benefits.

The Commission notes that this restriction strikes a blow at older persons who would prefer to continue working, wastes manpower, and requires older individuals and couples to subsist on substandard incomes.

4. *Voluntary inclusion of vesting provisions in pension plans should be encouraged.*

There is widespread agreement that some degree of vesting is desirable. Vesting increases pension security for the individual and contributes to the mobility of labor.

On the other hand, if one of the purposes of pensions is to reduce turnover, very liberal vesting might be self-defeating. Furthermore, vesting is costly. If it were to be made compulsory, the spread of pensions might be slowed appreciably.

The Commission draws attention to the fact that the country has benefited from private experimentation in the pension field.

For the above reasons, the Commission does not recommend that minimum vesting provisions be required by statute.

5. *Voluntary adoption of more flexible retirement policies in industry should be encouraged.*

The Commission recognizes that it is impossible to prescribe a retirement policy that is ideally suited to all firms and all industries.

However, the fact that age 65 has long been regarded as the usual age of retirement is not a good reason for perpetuating the practice of compelling retirement at that age.

An immutable rule that every employee must retire at 65 has the virtue of certainty, but it cannot be claimed that

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# ITEMS OF INTEREST . . .

## 'Supervision and Leadership'

In response to repeated requests from Bay Area management personnel, the Institute has arranged two more short courses on "Human Factors in Supervision and Leadership."

One has already started on the Peninsula; another will begin December 1 in Berkeley.

Instructors for the course are Professors Lyman W. Porter and Samuel G. Trull of the University.

## Labor Federation Conference

The 13th annual conference to be presented by the Institute in cooperation with the California Labor Federation will take place in November.

This year the conference will be concerned primarily with problems of economic growth, collective bargaining, changes in the work force, and problems which arise in the investment of union funds.

Last year nearly 400 trade union delegates attended a similar conference on labor law.

## IR Alumni Association

The Industrial Relations Alumni Association has chosen its officers for the new year: President Eleanor McGahie, San Francisco Retailers' Council; Vice President Robert E. Millikan, Tennyson High School; Secretary-Treasurer Gerald McDermott, Pacific Gas and Electric Co.

At the October 24 meeting of the Association, Margaret S. Gordon, Institute Associate Director, will present Certificates to graduates of the Industrial Relations Certificate Program.

## Matson Management Program

A program has been arranged for middle management personnel of the Matson Navigation Co.

Seminar sessions will cover personal relations, formal and informal organization, staff-line relationships, leadership and supervision, motivation, communication, and the training of subordinates.

## Building Trades Unions

A special conference for officials and members of building trades unions will be given in November.

Topics to be covered include: technological change in the building industry, seasonal fluctuations in employment, changing manpower needs in construction, and industrial relations in the building trades.

## Labor-Management Arbitration

A seminar on Labor-Management Arbitration for representatives of labor and management, government officials, and attorneys is being presented by the Institute this fall in San Francisco.

Arbitration of disputes is considered from various standpoints and members of the seminar have the opportunity to present, argue, and discuss actual cases.

The seminar is led by Arthur M. Ross, Director of the Institute.

## Public Employees Meeting

"Current issues in social insurance" has been chosen as the subject for a conference of state and local public employees to be held at the end of this month.

## Supervisors Forum

The Supervisors Forum, an organization for supervisory personnel, will be open to new members in December. Interested persons should contact William E. Rogin, Coordinator of Management Programs, at THornwall 5-6000, Ext. 2571.

## 'Labor and the Free Society'

The Institute's third seminar series on "Labor and the Free Society" will be held in early December.

This year it is expected that the group of approximately 25 trade union leaders will concentrate on problems involved in the encouragement of democratic societies.

## Governor's Commission

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the avoidance of discrimination in this case has a socially desirable result. There is ample evidence that people who reach 65 do so in widely varying conditions with respect to working abilities, health, and preparation for retirement.

Of course, allowing an employee to continue work as long as he wishes may give rise to difficult personnel problems or may not be in the best interests of the person concerned.

Flexibility in retirement policies can be achieved in several different ways. Two possible approaches are:

a) to permit competent employees to work past normal retirement age with the consent of management.

b) to raise the compulsory retirement age to 68, 70, or 72, while retaining a normal retirement age of 65.

## Current Research Activities

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ployee rights—those claimed by virtue of *common employee status* and those claimed by virtue of *special status* and associated career aspirations.

## Labor Education Program

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sons; economic growth, national product, and the employment level; wages, profits, prices, and productivity; labor-management relations; economic development; foreign aid; commercial and tariff policy; and subjects in the general fields of psychology and sociology.

As well as the regular courses, special seminars will be given on subjects of contemporary interest, such as civil liberties, civil-military relations, urban development, and labor law.

Inquiries regarding the Berkeley program should be addressed to John Hutchinson, Coordinator of Labor Programs, Institute of Industrial Relations, University of California, Berkeley 4.

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# BULLETIN

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