

# IR NEWS

THE CERTIFICATE PROGRAM IN INDUSTRIAL RELATIONS

I R NEWS is a publication of the Institute of Industrial Relations and University Extension, University of California, in cooperation with the Los Angeles and San Diego Chapters of the Industrial Relations Alumni Association. The purpose of I R NEWS is to bring more closely together various groups interested in the Certificate Program — persons taking Extension classes, graduates of the Program, Extension instructors, staff of the Institute of Industrial Relations, and community leaders in the field.

MARCH, 1956

## GRADUATION DINNER TO FEATURE TALK ON AFL-CIO MERGER

Professor Philip Taft, noted economist at Brown University, will deliver an address at a dinner sponsored by the Institute of Industrial Relations for persons connected with the Certificate Program. The subject of Dr. Taft's address, scheduled for Tuesday evening, March 13, is the **Economic and Political Effects of the AFL-CIO Merger**.

The dinner is to be held in honor of the Los Angeles students who have recently completed the Certificate Program. Certificates in Industrial Relations will be awarded by Dr. George Hildebrand, Acting Director of the Institute of Industrial Relations. The list of graduates now includes the following names: Harold Anderson, Robert Cornelius, Kathleen Freimuth, Michael Gamiere, Ralph Gibson, John Gifford, Jr., Harold B. Hansen, Kenneth Kelsey, Milton L. McInnis, Otto D. Moore, Robert Overose, Mark E. Pew, Louise Quist, John Salvinger, Robert Spicer-Smith, Jewel A. Voss, Wallace Weierman. Anyone not on this list who is eligible to receive his Certificate should notify the Institute immediately.

Dr. Taft is particularly well qualified to evaluate the effects of the labor merger. He has authored a number of important books: **History of Labor in the United States, 1896-1932, Economics and Problems of Labor, Movements for Economic Reform, and The Structure and Government of Labor Unions**. He has also contributed numerous articles to professional journals. Dr. Taft has recently been commissioned by the AFL to write the official history of that

Federation. The entire files of the AFL, many of which have not previously been available to historians, have been placed at Dr. Taft's disposal.

Our speaker makes his home in Providence, Rhode Island, the site of Brown University. Prior to coming to Brown in 1937, Dr. Taft served with the Wisconsin Industrial Commission and the Social Security Board. He has also worked with the War Labor Board and the Rhode Island Workmen's Compensation Law Commission.

It is generally conceded that the merger is one of the most important developments of our times. Dr. Taft will undoubtedly throw some light on some of the questions that have arisen: Will the merger enhance labor's power in organizing and collective bargaining? Will labor's political influence be increased? Will the merger end jurisdictional disputes? How valid are the charges that the merger will bring a labor monopoly?

The graduation dinner is co-sponsored by the Industrial Relations Alumni Association and will substitute for that organization's March meeting. All students taking courses connected with the Certificate Program are cordially invited to attend.

The meeting will be held in the Magnolia Room of the Carolina Pines Restaurant, 7315 Melrose Avenue. Dinner will be served at 7:00 p.m., March 13. Reservations should be made by calling BRadshaw 2-6161, Ext. 425 by March 12.

## HILDEBRAND NAMED ACTING DIRECTOR OF INSTITUTE OF INDUSTRIAL RELATIONS

Dr. George H. Hildebrand has been appointed Acting Director of the Institute of Industrial Relations, filling the vacancy created by the death of Edgar L. Warren. Mr. Warren, who had held the post since 1948, passed away in January as a result of coronary complications.

Dr. Hildebrand is a Professor in the Department of Economics. He joined the UCLA faculty in 1947, having taught previously at the University of California at Berkeley, Princeton, Cornell, Texas, and Wellesley. In addition to these academic positions, the Acting

Director served in Washington as an economist with the National War Labor Board and in Denver as Wage Stabilization Director for the Rocky Mountain Region. He also recently spent a year in Italy making a study of that country's postwar economy.

Dr. Hildebrand will combine his new administrative duties with teaching responsibilities, research and writing, and service as an arbitrator. He is the author of numerous books and articles in the field of economics and labor relations.

## EXTENSION INSTRUCTOR NAMED AS ARBITRATOR

Dr. Paul Prasow, instructor of the Certificate Program course on Grievances and Arbitration, was recently named to arbitrate the dispute between the Teamsters' Union and the rock, sand, and gravel industry in Southern California. This is one of the most important arbitration cases in this area in the last few years.

The arbitration grew out of a costly three months' strike which brought a halt to virtually 90 per cent of all construction in Southern California. When a strike was called by the 1,600 Teamsters who haul the rock, sand, gravel, and mixed cement for use in building, highway, and flood control projects, approximately 50,000 construction workers were also idled.

On December 31, 1955, union and management representatives complied with Governor Knight's suggestion that they agree to

arbitration. Governor Knight submitted a list of seven arbitrators, and from this list the parties chose Dr. Prasow.

The main issue the arbitrator will be required to decide involves an area-wide pension plan requested by the union. Dr. Prasow's decision will be binding on both the companies and the union.

Dr. Prasow has combined arbitration work and teaching for nearly 13 years. He has arbitrated a wide variety of issues including both the interpretation of existing contract provisions and the determination of the terms of new contracts. In addition to UCLA, he has taught at the University of Southern California and Stanford.

His wide experience also includes work with the Wage Stabilization Board and service as an intermittent Conciliator with the State Conciliation Service.

## ALUMNI ASSOCIATION ELECTS NEW OFFICERS

At its January meeting, the Industrial Relations Alumni Association in Los Angeles elected officers for the coming year. Chosen as President was Mr. Harold Klein, Administrator of the Los Angeles Hotel-Restaurant Employer-Union Welfare Fund. As Administrator of the Fund, Klein supervises the provision of medical, surgical, hospital, dental, retirement, and life insurance benefits to over 22,000 employees and their dependents.

Paul Fletcher, Personnel Assistant with the Axelson Manufacturing Company, was chosen as Vice-President. At Axelson, Fletcher is in charge of employment and employee relations. June Storer was

re-elected as Secretary. The new Executive Board includes Melick Mendel, Steve Scofield, Edna Smith, Catherine Watkins, and Brice Worley. David Wilson and Milton E. Jeanney, as ex-presidents, also serve on the Board along with Dick Baisden, representing the Institute of Industrial Relations.

The new officers promise a year of interesting and informative activities. At its last meeting, the Executive Board agreed to investigate the possibility of the Association providing for the framing of Certificates issued in the future.

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## YOUR CAREER IN INDUSTRIAL RELATIONS

Persons taking courses in personnel management and industrial relations often feel the need for up-to-date information on career opportunities in these fields. The January issue of IR NEWS discussed the range of jobs available with management; this article will outline opportunities in other fields.

### Labor Union Positions

Full-time positions with unions are obtained either by election or appointment.

**ELECTIVE POSITIONS** include those of union president, secretary, business agent (business representative, business manager). These jobs exist on all levels of the union organization hierarchy.

The duties of elected union officers generally include negotiating union contracts, maintaining employer and worker compliance with the contract, representing employees in grievance procedures, organizing, representing the union to the public and before governmental agencies, and conducting the business affairs of the union.

Election to union office usually requires several years' experience as a member of the union and as an employee within the bargaining unit. Considerable political skill is required for both election and re-election. The union officer, to be successful, must be able to create and maintain enthusiasm and cooperation within the union. He must have poise, persuasiveness, language facility, initiative, and the ability to maintain self-control in the face of indifference, resistance, or affront.

The elective union office is often a position of considerable influence and responsibility. It can be a source of much satisfaction for persons interested in the well-being of workers and their families. Although the prestige and salaries of union officers are beginning to improve, they are not yet commensurate with those of the management representatives with whom the union deals.

**APPOINTIVE POSITIONS** are more and more becoming available in the labor movement. While these positions sometimes afford more job security than elective offices, they provide less status and power. Many of the appointive jobs are similar in title and duties to the elective offices, since many business agents, organizers, and international representatives are appointed by elected officers.

The labor movement is also developing a large number of semi-professional appointive positions. Among these are education directors, labor newspaper editors, researchers, legal counsels, public relations directors, etc. Appointment to these jobs, while requiring an understanding of the labor movement, does not usually require previous union membership.

### Joint Labor-Management Positions

**ARBITRATORS, UMPIRES, AND PERMANENT CHAIRMEN** are often employed by the union and the management of a particular company or industry to assist in the settlement of disputes. They may be employed for just one dispute or on a "permanent" basis to arbitrate all disputes arising during a designated period of time. Wide experience in labor relations coupled with a reputation for sound and objective judgment is required of the successful arbitrator. Few men make arbitration a full-time career; most combine it with another profession.

## WESCHLER SPEAKS ON SENSITIVITY TRAINING

Guest speaker at the January meeting of the IR Alumni Association was Dr. Irving R. Weschler, who is Assistant Professor with the UCLA School of Business Administration and Research Assistant with the Institute of Industrial Relations. Dr. Weschler is among those who led the development of such Institute courses as Applied Human Relations, Leadership Principles and Practices, and workshops in human relations training. The title of his talk was "Why Sensitivity Training for Management?"

The whole field of sensitivity training, states Dr. Weschler, is predicated upon the assumptions:

- (1) That some persons are more effective in a supervisory capacity than others.
- (2) That one of the common characteristics of effective supervisors is the ability to recognize the human needs and drives of others, and having identified these to direct their motivating energies into constructive applications.
- (3) That it is possible to develop the characteristics of sensitivity and flexibility and thereby to increase the effectiveness of the individual in his human relationships.

The ideal training course in human relations must, if it is to accomplish its objective, go beneath the artificial strata of prejudice and subjective evaluation. It must challenge the individual's habits of judgment and bring about a new emotional adjustment toward the persons around him.

**ADMINISTRATORS OF HEALTH, WELFARE, AND PENSION PLANS** are also often selected by the labor and management representatives who supervise the trust funds. The administration of fringe benefit programs is an activity which has recently gained great importance.

### Government Positions

A number of types of government jobs are available for persons skilled in industrial relations, including the following:

**ECONOMISTS AND STATISTICIANS** are employed in large numbers by the federal and state governments. In the U. S. Department of Labor they collect wage, manpower, and employment data and in the Department of Health, Education and Welfare they develop information on private insurance and social security coverage. Many other departments also have openings for labor economists. Many of these positions are available in Washington; others present the opportunity to work in the regional offices in various parts of the country.

**INSPECTORS, INVESTIGATORS, AND ENFORCEMENT OFFICERS** are employed by both the state and federal government to administer various types of labor legislation. The National Labor Relations Board has positions in regional offices for men who investigate charges of unfair labor practices. The Wage and Hour Division of the Department of Labor employs officers to enforce the minimum wage laws. The Divisions of Labor Law Enforcement and Industrial Welfare of the California Department of Industrial Relations have staffs to investigate complaints relating to unpaid wages and other claims growing out of conditions of employment and to enforce laws relating to the employment of women and minors. The Division of Industrial Safety employs safety engineers to enforce all laws and orders requiring work places to be safe.

**CLAIMS REPRESENTATIVES AND BENEFIT ADMINISTRATORS** are employed by the Bureau of Old Age and Survivors Insurance of the Federal Social Security Administration, the U. S. Railroad Retirement Board, the State Compensation Insurance Fund (Workmen's Compensation), the State Department of Employment (Unemployment Compensation), and the State Department of Social Welfare.

**TRIAL EXAMINERS, REFEREES, AND HEARINGS OFFICERS** are also found in most of the agencies listed above. These officers listen to evidence and make findings in cases where administrative decisions are disputed. A legal training is often required for such positions.

**MEDIATORS AND CONCILIATORS** are hired by both the Federal Mediation and Conciliation Service and the State Conciliation Service. Considerable experience in the field of industrial relations is required for appointment as conciliator. It is the job of the conciliator to work with both labor and management representatives in an attempt to alleviate industrial disputes.

**SPECIALISTS IN PERSONNEL WORK** will find a whole range of jobs with the Civil Service equivalent to the jobs in industry discussed in January's newsletter. All levels of government employ experts in interviewing, examining, training, job classification, and other aspects of public personnel administration.

The types of government jobs in industrial relations listed above are by no means complete. They are merely suggestive of the range of positions which might be of interest to persons in the Certificate Program.

Since the aim of this program is to bring about readjustment on an emotional, as well as an intellectual plane, Dr. Weschler believes that a program in sensitivity training is most effective when it provides a setting in which the person can have an experience which will provide a climate favorable to readjustment.

The ideal training program involves 10 to 14 students, a trainer, a climate of permissive friendliness, and a task. Under such a situation, the individual can, with the friendly guidance of the trainer:

- (1) Become aware of himself, of his own motives, fears, and attitudes.
- (2) Begin to understand more fully the similarities and differences in others.
- (3) Become more aware of group dynamics and their effect on the individual.

Through programs in sensitivity training, the Institute seeks to improve the quality and increase the effectiveness of management personnel. But training such as this can be a valuable tool not only for management but also for representatives of labor. Through effective sensitivity training on both sides of the collective bargaining table, it might be possible to sweep aside many of the issues of personality and prejudice which tend to obscure the issues of transcendent importance. Industrial relations are, after all, human relations, and sensitivity training means better human relations.