

IR NEWS

A NEWSLETTER FOR FRIENDS OF THE

INSTITUTE OF INDUSTRIAL RELATIONS AT UCLA

IR NEWS is a publication of the Institute of Industrial Relations in cooperation with the Industrial Relations Alumni Association. Its purpose is to acquaint persons interested in industrial relations with current research and educational programs — with particular emphasis on those in Southern California.

JANUARY, 1958

INDUSTRIAL RELATIONS EXTENSION COURSE PROGRAM TO EXPAND IN SPRING SEMESTER

In response to the increasing demand for adult evening courses in industrial relations, the spring semester program, beginning the week of February 10, offers a wide variety of courses in eight Southern California locations.

Where Offered—Every effort is being made to locate the courses at central points easily accessible to the majority of persons working in business and industry. At this time, students may enroll in the Certificate Program in Industrial Relations with the assurance that they will be able to complete a full program of eight courses in the following places: Downtown Los Angeles, Westwood, San Fernando Valley, Fullerton, Riverside, and San Diego. Classes are also being held in Long Beach and Santa Barbara in the hope that these will develop as centers for more extensive offerings.

The **San Fernando Valley** program was initiated in September with three courses being given at the Birmingham High School. The response was so good that four new courses are scheduled for spring. The **Orange County** program begins in February with three courses: Elements of Personnel Management, Interviewing and Counseling Techniques, and Leadership Principles and Practice—all to be held at Fullerton Junior College.

New Courses—Two new courses of general interest have been added to the Los Angeles schedule: **Unemployment Insurance** and **Sources**

and **Methods in Public Relations**. In addition, government employees will be interested in **Principles of Public Administration** (Los Angeles) and **Wage Determination and Administration in Public Agencies** (Los Angeles and San Diego).

New Instructors—The Certificate Program's teaching staff has been augmented by the addition of twenty new instructors for the spring semester. This highly qualified group includes **Donald A. Strauss**, Director of Employee Relations, Beckman Instruments, Inc.; **David Ziskind**, Attorney at Law; **Samuel Kalish**, Deputy Labor Commissioner, State of California; **Robert Penn**, Senior Research Engineer, Convair; **Ralph Eliaser**, Industrial Relations Consultant; **Meredith C. Wiley**, Management Consultant; **Jack F. Strickland**, Research Director, Building Service Employees Joint Council No. 8; **Robert Boguslaw**, Associate Social Scientist, the RAND Corporation; and **J. Arthur Waites**, Director of Psychological Services, Veterans' Administration, West Los Angeles.

Spring Bulletin—For a copy of the new Industrial Relations bulletin detailing the spring offerings, or for further information on the Certificate Program, write or call **Richard N. Baisden**, Administrator of Public Programs, Institute of Industrial Relations, University of California, Los Angeles 24 (BRadshaw 2-6161, Ext. 425).

TWO CONFERENCES ON TECHNOLOGICAL AND SOCIAL DEVELOPMENTS SCHEDULED FOR FEBRUARY

Labor—A conference on **The New Age of Science—Its Political and Moral Implications for Labor** is scheduled for February 14-16 at the UCLA Conference Center at Lake Arrowhead. Cosponsored by the Los Angeles Central Labor Council and the Greater Los Angeles CIO Council, the conference has two major purposes. The first is to present information and ideas on "The Impact of Science on Man," "The Ethical and Moral Implications of the Democratic Way of Life," and "The History of Social Protest." Speakers will include **Dr. Joseph Kaplan**, Professor of Physics and Chairman of the American Sector of the International Geophysical Year; **Dr. Donald A. Piatt**, Professor of Philosophy; and **Dr. Curran Shields**, Professor of Political Science.

The second objective of the conference is to discuss the implications of these ideas for labor and to consider a continuing program which will help union officers and members in re-examining the nature and responsibility of present-day society. Further information may be obtained by calling Miss Anne Gould at TUcker 6123.

Management—On February 6 and 7, the Statler Hotel will be the scene of the Second Conference on **Research Developments in Per-**

sonnel Management. This conference, cosponsored by the Personnel and Industrial Relations Association, the American Society of Training Directors, the Personnel Women's Group, and the Southern California Public Personnel Association, is aimed at bringing managers and staff specialists up to date both on social and technological developments affecting personnel management and on research findings and techniques in personnel management.

Over a dozen top speakers are scheduled, including **Dr. Philip Hauser**, Chairman, Department of Sociology, University of Chicago, who will open the conference with an address on "Population Growth and Its Impact on Human Affairs"; **Cecil E. Goode**, Special Assistant to the Assistant Secretary of Defense for Manpower, on a "Survey of Personnel Research Resources"; **Dr. C. Martin Duke**, Assistant Dean, UCLA College of Engineering, on "Technology and Growth"; and **Dr. John C. Flanagan**, Director of Research, American Institute for Research, on "Utilization of Human Resources." For more information, call Miss Judy Sager at BRadshaw 2-6161, Ext. 9458.

HILDEBRAND, AARON BOUND FOR EUROPE

Dr. George H. Hildebrand and Benjamin Aaron, Director and Associate Director respectively of the Institute of Industrial Relations, have both accepted assignments in Europe during the spring semester.

Hildebrand will spend six months in Italy under a fellowship from the Guggenheim Foundation. While there, he will complete his research on the Italian postwar economy initiated under a similar grant in 1952. In connection with this project, he will be interviewing economists, employers, labor leaders, and government officials. The results will be published in a book centering on an explanation of the paradox of chronic mass unemployment in a rapidly developing economy. He will also deliver lectures on inflation at the University of Turin in Italy and may lecture in Switzerland and Germany.

Aaron leaves for Austria where he will serve as a faculty member at the February-March Salzburg Seminar in American Studies. These seminars, held six times each year, attract participants from fifteen European countries. The purpose is to give mature Europeans holding important positions in their respective countries — judges and lawyers, journalists, editors, labor leaders, government officials, corporation executives, and university professors—a broader understanding of the United States. They come to the seminar with many misconceptions and mental reservations but with one common objective—to learn about America from Americans. Mr. Aaron will serve on the faculty of the Seminar on American Economics and Industrial Society.

THE FUNCTION OF CONFLICT IN INDUSTRIAL RELATIONS

In recent years, much worthwhile thought and research has been devoted to the application of human relations techniques to industrial relations. Emphasis has been placed on the broad areas of **agreement** between labor and management and on methods of ameliorating the remaining areas of **disagreement**. Should we as-

sume, therefore, that the main goal of labor-management relations ought to be the elimination of all conflict of interest between the two parties? This question was the theme of a recent address by **Benjamin Aaron**, Associate Director of the Institute of Industrial Relations.

INSTITUTE OF INDUSTRIAL
RELATIONS LIBRARY
UNIVERSITY OF CALIFORNIA
BERKLEY

Mr. Aaron regretted some misconceptions about the role of conflict. There has been an increasing tendency to regard industrial conflict as a form of social pathology—something inherently bad. Some blame conflict on misunderstanding born of ignorance, fear, and hostility, and hold that improved communication between labor and management can eliminate this lack of understanding. Granting the value of identifying and removing psychological barriers to understanding, it is a mistake to expect too much from this approach. On the contrary, Mr. Aaron declared that conflict is both inevitable and desirable. **Conflict** is a much maligned term, since many automatically connect it with acts of physical violence. Violence in industrial disputes is rapidly dying out and certainly should not be condoned. Mr. Aaron defined desirable conflict as the basic antagonism of interest over ultimate objectives carried on within a framework of accepted rules and customs. The speaker cited four reasons set forth by Dr. Clark Kerr why conflict is inevitable:

1. Labor and management are bound to disagree over how the income of the business should be divided. Both parties have unlimited desires; management for more profits, and labor for higher wages and better working conditions. However, the means of satisfying these desires are limited—leading to conflict over who is to get what.
2. There is an eternal conflict between the managers and the managed. Someone must always give the orders and someone must carry them out.
3. The dynamic character of our society presupposes that even if a certain distribution of power and income were devised, which

PUBLIC EDUCATION AND LABOR-MANAGEMENT RELATIONS

"Labor-management relations are not so complicated, dangerous, or controversial as to fall outside the therapy of good education. If they are, then we do not have good education. Rather, we have anemic education and frightened educators." These are the words of Dr. Ralph Richardson speaking at the concluding session of an Institute on Labor-Management Relations held recently for high school teachers and administrators on the UCLA campus. Dr. Richardson is a member of the Los Angeles City Board of Education and an Associate Professor of Speech at UCLA.

Dr. Richardson's theme was his conviction that "the public schools, through wise and good teaching of tomorrow's leaders, can help labor and management work together for the good of each and the good of the nation." He recognized that there were problems to be overcome in establishing a more effective program of educating students about industrial relations problems. He listed these as (1) the fear of controversy, (2) the inadequate programs for training teachers to handle this area, (3) the lack of good, easily available instructional materials, and (4) the crowded curriculum.

On the first point, Dr. Richardson recognized that there are controversial aspects to the subject of labor-management relations, and that there are some people who object to the introduction of such matters into the classroom. However, he suspected that "those who most fear controversial issues have taken a controversial position on one or more of them and no longer have the courage to think—nor the courtesy to allow others to think." He declared that "Anyone who on that basis opposes discussion and study of labor-management relations in the school curriculum is rendering a selfish disservice to our nation."

Dr. Richardson based his own support of such discussion on four basic premises. The first was a faith in our democracy. Second, a faith that both labor and management accept a responsibility to see that their leadership strengthens our economy and our democratic freedoms. Third, an awareness that it is normal and natural for labor and management frequently to hold opposing views on how each or both may contribute to our economy and growth. Fourth, a conviction that a searching examination of the issues of our time is a prerequisite to intellectual growth and material progress.

In support of this conviction, the speaker cited the recent award of the Nobel Prize in physics to two men who dared to question

at a given time achieved complete agreement, changes would inevitably occur that would upset this harmonious equilibrium. These changes would require a new struggle to achieve a new equilibrium.

4. Conflict is essential to the institutional survival of organized labor and organized management. Complete agreement by management with all of labor's proposals would end in the elimination of management. Conversely, a union which accepted management's proposals on every issue would soon cease to exist. The independence of each is asserted by acts of contradiction and competition.

Conflict is desirable because there is value in a competition which puts both parties on their mettle to improve and advance. There are things more precious than harmony; one of these is progress. Complete agreement can bring peace, but it can also bring stultification and decay.

The objective of industrial relations should be, in Dr. E. Wight Bakke's phrase, **mutual survival**. This is a compromise between **separate survival** (the survival of either labor or management by the elimination of the other) and **double suicide** (the abandonment of all self-government and submission to the authority of the state).

When labor and management disagree, it is incorrect to assume that one or both of them must be wrong. Few issues in the field of industrial relations should be viewed in terms of black and white—the prevailing shade is gray. The more one studies the subject, the less positive he becomes about any aspect of it. In diversity there is strength and progress.

and succeeded in disproving a theory that had been accepted for decades. "If free inquiry, unafraid of being challenged for heresy, brings truth in physics, why can it not do the same in the social sciences?"

The second problem discussed by Dr. Richardson was that of training teachers to deal effectively with labor-management problems in the classroom. He pointed out that labor and management officials are willing and able to contribute to the process of teacher education. In addition, much can be done in this field by the UCLA Institute of Industrial Relations and the Southern California Council on Economic Education. Finally, universities and colleges offering degrees in education should be encouraged to offer more academic work in industrial relations to prospective teachers.

On the third problem—the death of instructional materials—Dr. Richardson deplored the fact that so few books, pamphlets, and periodicals dealing with industrial relations issues have found their way into our schools. He suggested that bibliographies, such as those prepared for New York schools by the New York State School of Industrial and Labor Relations at Cornell, be made available to teachers in this area. He also recommended that labor and management groups be urged to contribute materials for use in schools. Dr. Richardson did not feel that these publications needed to be completely objective, so long as teachers used them to supplement and balance each other.

Finally, Dr. Richardson discussed the problem of fitting industrial relations subjects into an already crowded curriculum. "If we believe, we can always make room." These questions can be studied in a number of existing courses: Social Studies, American History, and Civics. He pointed out how in his teaching he had been able to make industrial relations a topic for essays and speeches in courses in English and Speech.

Dr. Richardson concluded by asserting, "These problems are by no means insurmountable, and our education in labor-management relations can be improved. We will probably have to expect some difficulties in community relations. For example, those parents who view all education as indoctrination may resist the exposure of their children to views conflicting with those they hold. In addition, some in labor and management may object to having the full story told. Nevertheless, we in education cannot escape our responsibility to make tomorrow's citizens better able to meet the major problems of our society."

UNIVERSITY OF CALIFORNIA
INSTITUTE OF INDUSTRIAL RELATIONS
405 HILGARD AVENUE
LOS ANGELES 24, CALIFORNIA