

Memorandum on the Research Program of  
The Institute of Industrial Relations  
University of California - Southern Division

1946, or 1947?

In its endeavor to serve business and trade union interests as well as those of the student and scholar, the Southern Division of the Institute of Industrial Relations has formulated a broad research program covering certain fundamental aspects of labor and industrial relations. The projects so far tentatively planned by the Institute may be summarized as follows:

I. Wages and Employment in California

A study of the differences in wages, earning, and the productivity of labor between different regions of the United States in order to determine the sources of employment opportunity.

1. Employment in California:
  - a. Comparison of California cost-of-living with other regions
  - b. Comparison of California Labor Productivity with other regions
  - c. California's share in the national income
2. Employment opportunities in California
  - a. Industry development in the West
  - b. Future industrial demand for Labor
  - c. Income of California employees as compared to other regions
  - d. Types of jobs offered in California
3. Regional differences in value-added to manufacturing
4. Regional differences in productivity of Labor
5. Regional differences in wage rates
6. Effect of Unionism on employment opportunities

7. Analysis of 1945-46 estimates of employment and unemployment in California

- a. Reasons for wrong estimates
- b. Revised estimates

II. Technology, Union Policy and Real Income

The study of the relation of the propensity to consume to the Union's decision on how the benefits of a technological change can be distributed. From the view point of real income, which is preferable: that the Union should take the gains in form of higher wages, or should permit them to be passed on to the consumer in lower prices?

III. A Study of Wage Incentive Plans in Certain Selected Plants

This study involves an historical survey of wage incentive plans in Southern California with special emphasis on the war period, 1941-45, and the problem of production as solved by wage incentive plans during that period. An analysis will be made of at least one of the plants studied critically evaluating the plans used.

- 1. Definition of wage incentive plans
  - a. The problem of wage determination
  - b. Relation of piece rates and bonus plans to wage incentive systems
- 2. Historical survey of wage incentive plans
  - a. Attitudes of employers
  - b. Attitudes of employees, organized and unorganized
  - c. Some examples of the past
- 3. The war period and the problem of production
- 4. An analysis of \_\_\_\_\_, one of the plants studied

IV. Grievance Procedures in Southern California

This will involve an analysis of grievance procedures provided in written agreements throughout Southern California and the establishment of the extent of authority of representatives of management and union at each grievance level to deal with the grievances. The effect of education and training programs in the settlement of grievances will be examined. Existing grievance procedures will be analyzed in determining the percentage of grievances settled at various steps. Management and Union views of the effectiveness of grievance procedures now in use will be reviewed.



## Grievance Procedures in Southern California - continued

1. Stated procedures in collective bargaining agreements for adjustment of grievances
  - a. Types of issues admissable for grievance machinery
  - b. Company pay for Union grievance activity
  - c. Steps in the grievance procedure
  - d. Time limits on Company answers and Union appeals
2. Role of Management and Union representatives
  - a. Power of foremen and shop stewards
  - b. Extent of authority of representatives of Management and Union on each level
3. Effect of educational and training programs on settlement of grievances
4. Functioning of existing grievance procedures
  - a. Percentage of grievances settled on various levels or steps?
  - b. Management and Union views concerning factors which they consider most significant in regard to successful functioning of grievance procedure
  - c. Desirability of precise regulations and rigid adherence to regulations
  - d. Management and Union views on changes they consider desirable in grievance procedures
5. Conclusions and recommendations

## V. A Projected Study of the Japanese Minority in the Labor Market of Los Angeles County

This study, designed as a segment study of the broad one analyzing the labor market of this area of the state, will throw light on the socio-economic adjustment of minority labor groups in the weakest position in the power structure. Because the Japanese are re-entrants to the local labor market, the study should be relevant to questions of migration, migration differentials, the utilization of skills, and general wage levels within the area.

In general, the procedure followed is to reconstruct the pre-war situation as a baseline and to superimpose on that an analysis of present conditions. The approach will be essentially an application of the comparative method and should provide the basis for an economical but worthwhile longitudinal research well beyond the year or so for which this project is planned.

An additional element of precision could be achieved by sampling the employment pattern in Chicago. In this connection the collaboration of research workers in Chicago could probably be enlisted, although no studies precisely of this nature are under way. The Chicago comparison would be especially useful in relation to matters involving age and skill differentials in the migration and would demonstrate the extent to which local patterns are set by local conditions.

There are a number of aspects of this proposal which make it a unique opportunity. Rarely do we have a chance to study a group at the very time it enters the labor market. Today the Los Angeles area has the largest concentration (approximately 25,000) of persons of Japanese stock in North America, and there is every evidence that it will increase at least to pre-war levels. The number is large enough to lend itself to statistical treatment, but small enough so that well-controlled surveys could be run on important segments of the population. We have the advantage of dealing with a group about which a great deal is known. Pre-war employment was concentrated in relatively few fields, so that findings should be sharply drawn and readily interpreted.

## VI. Social Insurance Bibliography

An exhaustive selective bibliography on Social Insurance has been prepared, covering General Social Insurance, Health Insurance, Old Age Pensions and Unemployment Compensation in all countries. The list will be kept up-to-date for reference and research purposes.

### 1. General Social Insurance

- a. Bibliographies
- b. General Social Insurance reports
- c. General works
- d. General pamphlets and special articles

### 2. Health Insurance

- a. Bibliographies
- b. General health reports
- c. General works



## Social Insurance Bibliography - continued

- d. General pamphlets and special articles
  - e. Unclassified foreign
- 3. Old Age Pensions
  - a. General works
  - b. General pamphlets and special articles
- 4. Unemployment Insurance
  - a. General works
  - b. General pamphlets and special articles
- 5. Unclassified foreign

## VII. Old Age Pension Systems in the United States

This study presents a comparison of Federal Social Security, Federal, State, and local pension plans, as well as company pension plans currently in force throughout the nation, with special reference to those now operating in Southern California. The study is designed to determine the adequacy of pension programs sponsored by local, state, and Federal governments.

- 1. Introductory note
- 2. The Federal Social Security Act
  - a. Limited coverage
  - b. Tax rates frozen
- 3. Company pension plans
  - a. Effect of the war
  - b. Integrates or supplements Social Security
  - c. Effect of the Social Security Act
  - d. Attitude of unions toward company plans
- 4. Purpose of the study
- 5. Analysis of basic requirements of Federal Social Security, federal, state, and local retirement plans and company plans.
  - a. Eligibility requirements
  - b. Retirement age

## Old Age Pension Systems - continued

- c. Contributions
- d. Benefits
- 6. Summary and conclusions
  - a. Adequacy of Federal Social Security
  - b. Comparison of Federal Social Security Act, federal, state, and local plans and company plans

## VIII. A Case Study of the Use of Tests in American Industry

This study has been undertaken in an attempt to determine to what extent employment tests are used in American industry as an aid in recruitments.

- 1. Method of Survey
  - a. Questionnaire
  - b. Former studies
  - c. Selection of cases
- 2. Tabulation and analysis of results
  - a. Number of employees covered
  - b. Number of replies as percentage of inquiries
    - (1) Number of Employees covered under "Yes" and "No" answers
    - (2) "Yes" and "No" answers according to the size of firm
  - c. Number of "Yes" and "No" answers
  - c. Type of tests under "Yes" answer
- 3. Miscellaneous Observations
  - a. Objection to listings as participators in test survey
- 4. Conclusions

## IX. The Problem of the Extra Player in the Motion Picture Industry

A comprehensive study of this problem was started at the joint request of the Screen Actors Guild and the Association of Motion Picture Producers in 1939. About a year of intensive statistical investigation resulted in a manuscript of some 140 pages, plus approxi-



mately 300 pages of appendices, in which the problems peculiar to the extra players in the motion picture industry were postulated and critically analyzed. The objective of this study was to examine the qualifications for employment of this type of work in the motion picture industry in order to determine the normal opportunities for employment offered those who seek to earn a livelihood in the industry, to determine the average annual earnings of these employees, and finally to determine what qualifications or combination of qualifications were possessed by those registered as extra players which were sufficient to permit relatively full-time employment in the industry. This study is to be brought down to date by projecting the analysis through the period from 1940 to 1946.

# 1. Introduction

- a. Purpose of the study
- b. Scope and limitations
- c. Method of inquiry
- d. Definition of terms

# 2. The extra player as part of the Motion Picture Industry

## a. History of the industry

- (1) Early production
- (2) Early conflict and cooperation
- (3) Merging of functions
- (4) War and post-war changes
- (5) Expansion of the industry
- (6) Reorganization

## b. Amount of capital in the industry

- (1) Earnings and dividends
- (2) Dividend record of the industry
- (3) Number of producers and annual value of the product
- (4) Producers and studios
- (5) Listed and unlisted securities
- (6) Parents and subsidiaries

## c. Functions other than production

## The Problem of the Extra Player - continued

- d. The big eight
- e. The extra player and the Motion Picture Industry
  - (1) The extra player's share of the production payroll
- 3. Problems of the extra player
  - a. Analysis of questionnaire data
    - (1) Personal characteristics of the Screen Actors Guild
    - (2) Earnings of women
    - (3) Sex and age distribution
    - (4) Racial characteristics
    - (5) Years in industry
    - (6) Placements
    - (7) Job types
    - (8) Earnings
    - (9) Professional expenses
    - (10) Non-acting income
    - (11) Family dependents
    - (12) Tentative conclusions based upon questionnaires
  - b. Records on every extra player employed during 1937
  - c. Analysis of Central Casting Corporation sample
    - (1) Personal characteristics of a sample study
    - (2) Sex and age characteristics
    - (3) Place of birth in relation to earnings
    - (4) Earnings in relation to year coming to California
- 4. The industry's needs for extra players
  - a. Days worked and earnings of extra players
  - b. Seasonal characteristics of placements
  - c. Average earnings by months



## The Problem of the Extra Player - continued

- d. Days worked and earnings by wage rate
- e. Days worked by job type and sex class
- 5. Summary and conclusions
  - a. Summary of findings
  - b. The supply of labor in the industry
  - c. Demand for labor
    - (1) Opportunities for extra acting work
    - (2) Seasonal characteristics
    - (3) Extra player demand by sex and age
    - (4) Differences in age demands by sexes
    - (5) Demands for specific job types
  - d. Days of employment and earnings
  - e. Conclusions and recommendations
- X. A Study of the Industrial Arbitration Court Systems of Australia and New Zealand, with Special Reference to Their Influence upon Wage and Price Levels and Trends

This study attempts a critical evaluation of the operation of the compulsory arbitration systems of Australia and New Zealand for the purpose of determining what relationship, if any, exists between the wage levels established through compulsory arbitration systems and the general price levels and living costs of these two countries. The study was begun in the summer of 1940 but shortly after the completion of about thirteen months of field work, preparation of the manuscript reporting the results of the investigation was interrupted by the war. It is now hoped that two monograph manuscripts, one on Australia and the other on New Zealand, will be completed during this year.

- 1. Introductory
  - a. Historical development
    - (1) Founding of the colonies
    - (2) Early history
    - (3) The creation of the Commonwealth
    - (4) Present relationship of States to the Commonwealth

A Study of the Industrial Arbitration Court Systems of Australia  
and New Zealand - continued

b. Industrial and economic structure of the nation

- (1) Geographical characteristics
- (2) Natural resources
- (3) Population characteristics
- (4) Industries
- (5) Impact of war upon Australia's economic structure
- (6) Price and wage system of the Commonwealth
- (7) Social and labor legislation

c. Method and objectives of the study

2. The industrial mediation and arbitration systems

- (1) Historical development of the State Systems
- (2) Creation of the Commonwealth Court
- (3) Problems of Constitutionality
- (4) Present war-and-peacetime functions of the Courts
- (5) Policies of the Courts
- (6) Special wartime problems
- (7) Conclusions

3. Relationship between arbitration decisions and wage-and-price trends and levels

a. Decisions of the Commonwealth Court, 1902-1944

- (1) Mining industry
- (2) Agriculture
- (3) Retail trades
- (4) Light manufacturing
- (5) Harbor - longshore
- (6) Professional trades



A Study of the Industrial Arbitration Court Systems of Australia  
and New Zealand - continued

- b. Decisions of the State Courts
- c. The trends of wages and salaries
  - (1) In Queensland  
New South Wales  
Victoria  
South Australia  
Western Australia  
Tasmania  
Northern Territory
  - (2) Among wage earners coming within the jurisdiction  
of the Commonwealth Court
- d. The trends of prices
  - (1) By states
  - (2) By capital cities, and other urban and rural areas
  - (3) Special wartime price control measures
  - (4) Price trends since September 1939 under wartime  
measures
- e. Correlation between money wage and price levels,  
1928-1944
  - (1) By industries and areas
  - (2) Comparison with wage and price movements in the  
United States
- 4. Summary and conclusions
  - a. The trend of real wages, 1928-1944
  - b. Conclusions of the study
    - (1) Evaluation of effectiveness of Australian  
Arbitration Systems in
      - (a) Settlement of industrial disputes
      - (b) Stabilization of wage levels and price levels
      - (c) Steady progress in development of living standards
    - (2) Limitations of application of Australian systems  
to conditions in the United States
    - (3) Suggestions for post-war era in America

Other projects so far tentatively planned by the Institute include:

XI. A Critical Evaluation of the Wartime Industrial Arbitration Experience in the United States under the National War Labor Board

This proposed study involves a projected analysis of the labor program and policies of the United States during World War II. The study is designed to be critical and analytical, and to develop a constructive peacetime industrial relations program for this nation. Considerable data have already been gathered relative to this project, and it is planned to utilize to the fullest possible extent the files of the National War Labor Board as source material for the study.

1. Introduction

a. Background of the National War Labor Board

- (1) Experience in America during last war
- (2) Foreign experience in industrial arbitration during peace and war
- (3) National Defense Mediation Board
- (4) The December 1941 White House Agreement

b. Creation of the NWLB

2. Philosophical basis of the NWLB

a. Causes of industrial unrest

b. Concept of Industrial Democracy

c. Conciliation, mediation and arbitration

d. Tripartite theory of settlement

- (1) The labor movement and industrial arbitration of wages and working conditions
- (2) Private enterprise and industrial arbitration
- (3) Public participation

3. Organization and functions of the NWLB

a. Structural organization

- (1) Organizational lines
- (2) Personnel
- (3) Fiscal



A Critical Evaluation of the Wartime Industrial Arbitration  
Experience in the U.S. under the NWLB - continued

- b. Decentralization
    - (1) Regional Boards
    - (2) Commissions, committees, and special panels
    - (3) Divisions of the National Board itself
  - c. Delays in rendering decisions
  - d. Powers and functions
    - (1) Historical development of powers of the Board
    - (2) Functions
      - (a) Settlement of labor disputes
      - (b) Stabilization of wages
      - (c) Enforcement
  - e. Technical aspects; procedure, regulations, instructions, etc.
- 4. Labor disputes under the National War Labor Board
    - a. From mediation to arbitration
    - b. Statistics
    - c. Issues involved
    - d. Results
  - 5. Wage stabilization under the NWLB
    - a. Prices, wages and the threat of inflation
    - b. Theory of wage stabilization
    - c. Application of stabilization theory
    - d. Quantitative evaluation of wage stabilization policy of the NWLB
    - e. Price and wage levels in review
  - 6. Legal aspects of the NWLB
    - a. The sanctity of contracts
    - b. Problem of retroactivity

A Critical Evaluation of the Wartime Industrial Arbitration  
Experience in the U.S. under the NWLB - continued

- c. Questions of jurisdiction
    - (1) National Labor Relations Board
    - (2) National Railway Labor Board
    - (3) Other
  - d. Problems of non-compliance
  - e. Violations of enforcements
  - f. Constitutional aspects of the National War Labor Board
7. Special problems of the National War Labor Board
- a.) Union security
  - b. Wage differentials
  - c. Incentives and piece rates
  - d. Substandards
  - e. Intra-plant inequities
  - f. The railway industry
  - g. Governmental operations
8. The National War Labor Board and the aircraft industry
- a. Background
    - (1) Historical growth of the industry
    - (2) Peacetime structure (Post World War II)
  - b. The industry at the outbreak of war
    - (1) Location, size and output
    - (2) Union status
    - (3) Wage structures
    - (4) Problems of physical expansion
  - c. Wage stabilization in relation to output and production costs
    - (1) Development of wage stabilization policy for the industry



A Critical Evaluation of the Wartime Industrial Arbitration  
Experience in the U.S. under the NWLB - continued

- (a) The Aircraft Stabilization Committee
  - (b) Reclassifications and Directive of March 3, 1943
- (2) Emergence of a wage structure
  - (a) Pacific Coast area--special problems of the Northwest
  - (b) Middlewest
  - (c) Detroit and the East
- (3) Aircraft Committees and Special Aircraft Panels
- (4) Special problems arising out of Board's stabilization program for the industry
  - (a) Problem of inter- and intra-area differentials
  - (b) Job evaluation, reclassification, and wage stabilization
  - (c) Disputes and grievances
  - (d) Relationship between wage structures of productive and non-productive employees
  - (e) Aircraft and the aircraft parts industry
- (5) Trends in output and production costs
- d. War Production versus wage stabilization within the industry - a critical evaluation
  - (1) Were wages within the industry stabilized?
  - (2) To what extent ~~was~~ was wage stabilization obtained at the sacrifice of aircraft production records?
  - (3) What has been the influence of wage stabilization upon production costs and contract prices?
- 9. The National War Labor Board and the agricultural industry
- 10. The NWLB and the automobile industry
- 11. The NWLB and the coal industry
- 12. The NWLB and the construction industry

A Critical Evaluation of the Wartime Industrial Arbitration  
Experience in the U.S. under the NWLB - continued

13. The NWLB and the lumber industry
14. The NWLB and the manufacturing industry
15. The NWLB and the mining industry
16. The NWLB and the newspaper industry
17. The NWLB and the oil industry
18. The NWLB and the public utilities
19. The NWLB and the rubber industry
20. The NWLB and the service industries (laundries, hotels, hospitals, etc.)
21. The NWLB and the shipbuilding industry
22. The NWLB and the steel industry
23. The NWLB and the textile industry
24. The NWLB and the tool and die industry
25. The NWLB and the transport industry
26. The NWLB and the trucking industry
27. The NWLB and the war shipping panel
28. Evaluation and conclusions
  - a. Effect of NWLB upon
    - (1) Wages
    - (2) Prices
    - (3) Productivity
  - b. Recommendations
    - (1) For period of post-war reconstruction
    - (2) For normal peacetime period

XII. A Projected Study Permitting a Restatement of Wage Theory

The quantitative wage data made available from the wartime experience in the United States has at last made possible an exhaustive quantitative approach to wage theory. These data should prove of



inestimable value in the conduct of a theoretical study of wage patterns and wage levels by individual organizations, by area, and by industry throughout the nation. It is hoped that soon the Institute will be able to provide for a research professorship to be filled by an eminent scholar who will undertake this task, somewhat along the lines as outlined below:

1. Introduction
  - a. Development of wage theory
  - b. Marginal productivity theory - a criticism
  - c. Quantitative approach
2. Nature of wage structure in the United States
  - a. Intra-plant patterns
  - b. Inter-plant patterns
    - (1) Same organization
    - (2) Same area
    - (3) Same industry
  - c. Regional differentials
  - d. National differentials
3. Wage Costs as a Factor in Total Production Costs
  - a. Production trends
    - (1) Agriculture
    - (2) Chemicals
    - (3) Copper mining
    - (4) Railroads
    - (5) Manufacturing
  - b. Trends in per man hour production
4. Conclusions
  - a. Analysis of quantitative data
  - b. Present-day wage theory - a restatement

### XIII. Job Evaluation in the West Coast Airframe Industry

This proposed study deals with the SCAI and Boeing plans of job evaluation which were extended from an area basis to national scope. The historical development of the airframe industry during the war period is a necessary background for the study, in order that the expansion of the industry in size, production, employment,

and union organization may be shown in proper perspective. The wage structure of the industry and the stabilization of wages by NWLB are detailed with the NWLB March 3 order and the Boeing Plan of September 4, 1943. The actual processes of job evaluation by job description, job classification and pricing of jobs are described in the SCAI, NEMA and Boeing Plans. But there still remains to be made a critical analysis of the results of job evaluation plans and their effect upon the wage structures of the West Coast aircraft industry, and of the economic structure of the western part of the nation generally.

## 1. Introduction

### a. Significance of the SCAI and Boeing Plans

- (1) Extended from an area basis to national scope
- (2) Participation by unions in a traditional management function
- (3) Tripartite development and administration

## 2. Development of the airframe industry on the West Coast during the war period

- a. Physical plant expansion: In 1939, the U.S. produced 2400 military and commercial transport planes. By January 1942, production was at the rate of 2972 planes a month. In September, 1943, the monthly rate of production was 7600 planes and during November of the same year this rate was raised to 8800 airplanes a month.

At the end of 1943, airplane assembly plants numbered 67; airplane engines supplied by 28 plants; 20 propeller plants; parts manufactured by some 8000 companies.

Data on war contracts; value of product; plants -- California

- b. Production changes: Introduction of mass production techniques; utilization of specialized tools; dilution of labor.

### c. Productivity:

- (1) Unit of measurement - airframe weight
- (2) Data to be cited:  
BLS figures for U.S.  
Productivity figures for SCAI and Boeing

### d. Employment:

- (1) BLS data - shows total employment in prime contracting airframe plants in California and U.S. January 1940 - August, 1945



Job Evaluation in the West Coast Airframe Industry - continued

- (2) West Coast figures by six-month intervals from January 1940 through January 1944 (perhaps later) available. Source: Airframe War Production Council.
- (3) Company figures may be available. Check with Prod. Council and Boeing.
- (4) Employment of women in the industry. BLS data and State BLS figures can be computed on California.

e. Manpower:

- (1) Central hiring office established in Los Angeles
- (2) Lifting of age limits
- (3) Labor market picture -- demand for labor; establishment of WMC controls

f. Collective bargaining in the West Coast airframe industry:

- (1) Extent of union organization in the industry
- (2) Unions in the industry. Describe in terms of
  - (a) Structure
  - (b) Jurisdiction
  - (c) Internal problems
  - (d) Philosophies -
    - IAM emphasis on craftsman status; apprenticeship standards; "specialists"
    - UAW emphasis on a living wage; political action; educational activities
- (3) Union-management relationships

Boeing situation as contrasted with SCAL

3. Wage structure in the industry prior to the March 3 order:

- a. General increases
- b. Minimum rates established:

50¢ rate established in Southern California by end of 1939. By November 1941, in all but one Southern California plant, a beginner's rate of 60¢ was established

Job Evaluation in the West Coast Airframe Industry - continued

- c. Classified rates before and after evaluation both in SCAI and Boeing

Only data at hand is distribution of employees both factory and office and technical, by rate and by occupation for SCAI as of December 1943

- d. Wage stabilization in the Southern California airframe industry

- (1) Company efforts

- Formation of the Working Committee in 1941
  - Lockheed-IAM plan
  - Boeing
  - Non-competitive market

- (2) Government participation

- (a) National Defense Mediation Board directed North American-JAW to work out a job evaluation

- (b) WPB conference in July, 1942. Unions presented demands. At same time OPA proposed regulation of the price of aircraft products on basis of wages paid on March 31, 1942. Conference recessed until government policy clarified.

- (3) Porter hearing and report. Discussion of the wage issues giving the proposals of the parties and the recommendation made by Porter to the NWLB. Wage issues include:

- (a) General wage level
  - (b) Alternative methods of job classification and evaluation
  - (c) Beginners' rates
  - (d) Rates for classified employees
  - (e) Merit increases or automatic length-of-service increases
  - (f) Pay for special groups



Job Evaluation in the West Coast Airframe Industry - continued

- (4) NWLB March 3 order. Same wage items as listed above are discussed. Each item presented from the viewpoint of the majority, dissenting opinion of Wayne Morse, minority opinion. Summarized and compared with Porter report.
- (5) Boeing plan approved by NWLB September 4, 1943
- (6) Watkins' report

4. Job evaluation:

- a. Background material on evaluation as a method of wage determination

What is it supposed to accomplish  
 How does it operate  
 Advantages and limitations  
 In airframe industry - ELS Bulletin 790  
 describe SCAI and NEMA plan

- b. Job descriptions - written to minimum, normal or maximum requirements

- (1) Composite descriptions in SCAI

Grievances on classification  
 IAM claimed written to maximum requirements  
 (Ben Aaron has data on this)

- (2) WCAC descriptions of new jobs
- (3) Contrast Boeing and SCAI descriptions
- (4) Theoretically best descriptions written by trained representatives of management and labor. Was this procedure followed?

- c. Job classification - grouping jobs in relation to certain broad principles of relationship

- (1) Factor values

- (a) Examples from theoretical material ~~NEMA plan~~
- (b) Factors used in the SCAI plan and NEMA plan
  - 1) Seven factors -- name and define
  - 2) UAW and IAM differed
    - UAW experience in automobile industry

## Job Evaluation in the West Coast Airframe Industry - continued

- (c) Weighting of the skill factor in a mass production industry under a job simplification program
- d. Splicing office and technical workers into plan
- e. Pricing of jobs
  - (1) Union and industry philosophies of wage setting
  - (2) Relationship of intra-plant and intra-industry (SCAI) wage structure to prevailing rates
    - (a) The theoretical approach to this interweaving of rates
    - (b) Wartime wage policy and its effect on pricing of evaluated jobs
      - 1) Proposals of the parties directly concerned
      - 2) Porter report recommendations
      - 3) NWLB decision and labor market data used as its basis

### 5. The plan in action:

#### a. Administration

- (1) The West Coast Aircraft Committee
  - (a) Tripartite organization
  - (b) Functions
  - (c) Relationship with Regional WLB and National Airframe Panel
- (2) Affected by union-management relationships
  - (a) Problems arising out of lack of union participation in design of the plan in Southern California
  - (b) Collective bargaining status of unions in Southern California not firmly established. Contrast experience at Boeing with SCAI
- (3) Other complications
  - (a) Lack of familiarity with job evaluation techniques
  - (b) Time element in settlement of grievances, restudy of jobs
  - (c) Number of decision-making units in Southern California as compared with Boeing



Job Evaluation in the West Coast Airframe Industry - continued

b. Distortions of the plan

(1) Due to labor market pressures

(2) Inter-union rivalry (teamsters at Boeing)

6. Effect of the job evaluation plan on wage structure of the industry:

a. Distribution of employees, both factory and office, by wage rate before and after evaluation. Also show job classification distribution. Movement of workers into higher-paid classifications can be shown graphically by six-month intervals.

b. Labor cost

c. How did the plan meet the objectives of the employers

d. How did the plan measure up to the objectives of wage stabilization

e. "Just wage"