

Serving with the NAM

Industrial Relations

Committee



The only policy-making group representing manufacturers on a national basis, including every type and size of company from coast to coast, and able to speak for industrial management on all matters affecting national labor policy and relations between employers and employees.

- Formulating recommended policy positions in the fields of collective bargaining and personnel administration to promote improvement in these fields, whether at the legislative or operational level.
- Alerting all segments of American industry to significant trends and problems affecting labor-management relations.
- Fostering the wider adoption of sound and practical industrial relations policies at the plant level.
- Demonstrating industry's sincere determination to make the factories, mills and offices of America better places in which to work.



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The Only One Of Its Kind

NAM's Industrial Relations Committee, one of the 13 standing policy Committees of the Association, is a unique leadership activity.

Drawing on the industrial relations expertise of the nation's foremost executives in the field, it focuses on the most critical labor-management issues facing industry and shapes policy recommendations which call forth the widest possible affirmative response.

The Committee thus provides industry not only with a voice which can speak effectively to the public and the government on issues of national import, but perhaps more significantly, it serves as industry's own instrument for self-analysis and self-improvement in vital areas of personnel, human relations, manpower allocation and development, collective bargaining, and supervisory relations.

Who Belongs?

Some 350 policy-making executives, from a cross-section of member companies, representing industries of all sizes and classifications, from every section of the country. Whether large or small, each company on the Committee is represented by one official member who has one vote, although occasionally his proxy attends in his stead.

How Does It Operate?

Recommendations for policies normally are initiated within one or another of the four operating Subcommittees of the Committee. Such policies, when properly framed, are submitted for consideration by the full Committee, and upon full debate and adoption by a majority vote, are presented to the Association's Board of Directors for final approval. When adopted by the Board by a two-thirds majority, policies become official positions of the Association and are implemented by the Committee and the Industrial Relations Division staff.

When Does It Meet?

Meetings of the Committee customarily are called two or three times a year. Additional sessions may be required to cope with urgent situations. Subcommittees meet upon call of the particular chairman to recommend basic positions, or to help the staff plan action programs. Meetings are normally held in the New York headquarters of the Association.

How the NAM Industrial Relations Committee works for

- Your Company
- Your Industry
- The American People

The Committee sees its major task as one of leadership, but knows well that effective leadership rests on such vital resources as:

- ... insight into the changing nature of labor-management relationships
- ... technical competence in industrial relations
- ... familiarity with complex legal factors bearing on the field
- ... practical experience in dealing constructively with employee-relations problems at the plant level
- ... appreciation of the vital human element, and the importance of the individual
- ... thorough grasp of economic conditions
- ... understanding of the nature of organized labor — its objectives, its demands and its strategy.

The varied and impressive personal backgrounds of Committee members have made them rich in these perceptions. The result is the kind of group thinking which makes sound decisions possible.

The nation is entering a decade which is fraught with grave complexities on the industrial relations scene. To find wise solutions will demand the most thoughtful and creative thinking of which our best minds are capable — and management's approach to these issues will directly affect the course of events in individual companies, in the industry and in the economy, generally.

The more thorny issues confronting American business all have direct import for industrial relations planning and operation. For example:

- ... Fast-moving technology is affecting human organization as well as machine organization, giving rise to far-reaching social and economic problems.
- ... The composition and character of our labor force is shifting drastically, revealing a new mix of age groups, skills and education.
- ... Management is under increasing competitive pressures both at home and abroad, placing new sanctions on the imperative need for efficient operation.
- ... False propaganda is causing many to accept the notion that we can simply vote ourselves into full employment, high incomes, short hours, low prices and full economic security.
- ... The political and economic power of organized labor has attained such proportions as to threaten free collective bargaining, destroy the freedom of the individual in labor-management relations, and constitute a danger to the free enterprise system.
- ... The collective bargaining process is undergoing drastic transition, bringing unsound concepts which undermine management authority.
- ... Changing motivations and concepts are forming within the labor movement with resulting impact on the shape of industry's future.
- ... Labor-management conflict about work rules is increasing, with management on the one hand determined to rid itself of restrictive and wasteful practices, and unions, on the other, driving to retain traditional work practices through fear of job insecurity.
- ... Proposals for massive government programs to accelerate economic growth fail to take account of the pace-setting role of business enterprise in our economic progress.

... While collective bargaining and labor-management relationships in a free society must necessarily remain on a voluntary basis, there are growing pressures to have the public as well as the government represented at the bargaining table.

The Committee focuses on the employee relations impact of such developments, looking toward policy formulation regarding possible in-plant problems in such areas as:

- Personnel Administration
- Human Relations
- Collective Bargaining
- Communications
- Relations with Salaried Employees
- Supervisory and Executive Development

At the national level, there is need for development of sound principles regarding:

- Federal labor legislation
- International Labor Organization, etc.

Once a policy has been approved, the Committee guides the Industrial Relations Division and the Association with respect to the framework of implementation and constructive educational work best calculated to improve the performance of the individual company at the plant level, and of industry at the national level.

The Specifics...

Effective Action On Current Issues

The Industrial Relations Committee subscribes to the view that the development of an efficient and satisfied work force is not only sound business practice, but essential to the survival of a free society. The Committee is therefore absorbed with policies and principles which contribute to that goal in areas affecting: *national labor policy, government intervention in industrial relations, effective employee relations, the concentration of power in labor unions, problems of manpower, wages and hours.*

I. The Scope of Activities:

A. Full Committee

1. Formulates recommended policy positions in the industrial relations field for consideration by the Board of Directors.
2. Analyzes legislative proposals and administration of federal legislation, regulations and rulings with respect to employer-employee relations.
3. Furnishes witnesses and prepares testimony within NAM policy bearing on legislative proposals.

4. Prepares and circulates information to Committee members and others on matters relating to this general area of interest.
5. Sponsors an annual Workshop-Conference to review matters of pressing concern in labor-management relations.
6. Maintains a constant watch on developments in the International Labor Organization which is one of the important interests of this Committee since policy proposals governing NAM participation originate here.

B. Subcommittees

1. Subcommittee on Collective Bargaining

This Subcommittee is concerned with dealings with labor unions, with union demands and trends, and with the provisions of labor agreements. The Subcommittee is alert to the impact of current or proposed legislation on industry.

2. Subcommittee on Personnel

This Subcommittee deals with all phases of personnel policy, including employment practices, communications, training, etc. The allocation and utilization of manpower, especially the impact of government regulations on company operation, is also a concern of the Subcommittee.

3. Subcommittee on Research and Planning

This Subcommittee has the responsibility to investigate — and report to the membership periodically — on particular aspects, and the impact of developments, in the whole broad field of personnel and industrial relations which are likely to occur in the future and for which management ought to be prepared.

4. Subcommittee on Wages and Hours

This Subcommittee concerns itself with operating problems related to wages and hours, especially the intent and effects of pertinent legislation; the regulations and rulings under which such laws are administered; and their impact at the plant level.

II. Major Current Activities

A variety of important projects are going forward under the aegis of both the full and the subcommittees. For example:

1. Labor Reform. The Committee played a signal role in exposing labor abuses, some of which have now been reached by the Landrum-Griffin Labor Reform law. Preserving the benefits of that statute requires vigilance and much has been done to make known the true nature of Situs Picketing proposals which would nullify vital provisions of the law.

2. **Restrictive Work Practices.** Pressure on union negotiators, through public demand for more realistic bargaining table attitudes toward "featherbedding," is beginning to take effect. There must be further efforts to show that these costly work rules are increasing prices unnecessarily in a period of stiffening competition at home and abroad.
3. **Union Power.** Important strides have been made in dealing with union monopoly power, but this remains on the Committee's docket of "unfinished business."
4. **The Management Function.** A special Study Group has been assigned to look critically at the factors which are adversely affecting management's right to operate efficiently — and then to alert NAM members to the forms this erosion is taking and the methods by which the management function may be rebuilt.
5. **Shorter Work Week.** In the light of steadily increasing pressures for a shorter work week, a research project has been launched to examine experience, implications and impact on industry and the economy of any general reduction in working hours. The Committee plans to ascertain the kind of economic conditions which should prevail before a shorter work week could be safely adopted on a wide scale.
6. **Communicating on Public Issues.** Growing public misconceptions about the factors which induce prosperity and progress are threatening continued industrial advancement. For the guidance of companies which see the value of communicating on public issues, successful case methods are being compiled.
7. **Evaluating Communications.** Techniques to assist management in evaluating the effectiveness of its communications programs are being developed.

Benefits of Membership

...To You

...To Your Company

Company participation on the NAM Industrial Relations Committee can be most advantageous to a manufacturer, no matter what the size of his organization or what type of industry he represents.

This Committee represents a true cross-section of manufacturing industry.

This group comprises the largest operating committee of its kind in America and its collective knowledge, applied

to specific problems, produces the kind of sound approach which is not only of inestimable value to the NAM, as industry's spokesman, but provides the participating company with a perspective not otherwise obtainable.

Specifically, your membership on the Industrial Relations Committee:

- Insures your awareness of current developments at the national level which bear directly on your employment, personnel and labor policies.
- Assists your top executives in analyzing the impact of legislative proposals and government regulations upon your operations.
- Makes available to your company information regarding trends-in-the-making at both the national and company level.
- Provides a sounding board for new plans and ideas, new approaches to the complex problems of human relations and union relationships.
- Affords a channel for bringing your own company's philosophy and policies to the attention of a broad segment of industry.
- Offers you an influential voice in shaping the course of events which industrial relations may take in America.

In Turn...

Your company's participation will strengthen the voice of business and industry on the national scene. The advice and counsel of your executives and their practical experience at the operating levels in your own field, are continuously needed by other companies, and by the Association staff, to insure that sound policies are formulated and practicable action programs are undertaken.

The support you give your own industry, and American manufacturers as a whole, may be a deciding factor in critical situations. Your personal leadership at the community level, or in your industry, will become a valuable aid in gaining public acceptance of the policies you help to frame.

Only through your participation, can the National Association of Manufacturers reach its full effectiveness before the people and before the Congress and other public bodies. Your personal participation is vital in making the NAM Industrial Relations Committee literally the voice of American manufacturers in the field of employer-employee relations.

NAM INDUSTRIAL RELATIONS COMMITTEE

Past Chairmen

- 1959.....JOHN W. HUMPHREY, *President*
The Philip Carey Mfg. Co.
- 1957-58..... DONALD J. HARDENBROOK, *Chairman of Board*
American Creosoting Corporation
- 1955-56..... THOMAS OWEN MOORE, *Vice President &*
General Counsel
P. H. Hanes Knitting Company
- 1953-54..... GEORGE W. ARMSTRONG, JR., *President*
Texas Steel Company
- 1952.....W. H. WINANS, *Vice President,*
Industrial Relations
Union Carbide Corporation
- 1951.....E. J. THOMAS, *President*
The Goodyear Tire & Rubber Company

Current Officers

Chairman:

L. A. PETERSEN, *President*, Otis Elevator Company

Vice Chairmen:

HOWARD M. DIRKS, *Vice President*, Carrier Corporation

DR. E. F. SCOUTTEN, *Vice President, Personnel*
The Maytag Company

MILLARD E. STONE, *Vice President*
Sinclair Oil Corporation

Subcommittees

Collective Bargaining Subcommittee:

MILLARD E. STONE, *Chairman*
Vice President, Sinclair Oil Corp., New York, N. Y.

Personnel Subcommittee:

HOWARD M. DIRKS, *Chairman*
Vice President, Carrier Corporation, Syracuse, N. Y.

Research and Planning Subcommittee:

DR. E. F. SCOUTTEN, *Chairman*
Vice President, Personnel, The Maytag Company,
Newton, Iowa

Wage-Hour Subcommittee:

ROBERT C. LANDON, *Chairman*
Manager of Industrial Relations,
Rohm & Haas Company, Philadelphia, Pa.

Current Papers and Publications

A Study of Compulsory Arbitration in Six Foreign Countries

Check Points for Sound Collective Bargaining

Some Do's and Don'ts for Supervisors (under labor law)

Legislative Proposals for Dealing with
National Emergency Strikes

Should a Man Have to Join a Union to Work?

The Businessman's Employee Relations Bookshelf

Report on Employment of Mature Workers

Making an Audit of Salaried Personnel Practices

Monopoly Power as Exercised by Labor Unions

Preserving the Management Function in

Collective Bargaining

Settling Complaints in the Non-Unionized Operation

If Your Company Is Not Now a Member of the Industrial Relations Committee

Representation on the NAM Industrial Relations Committee is open to all NAM member companies. Senior officers are invited to respond to annual questionnaires or to write at any time through the year to the NAM Headquarters or their nearest Regional Office. Membership is limited to one executive per company, although others are eligible to attend all meetings as proxies or guests.