

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.

December, 1955

TREND TOWARD PATTERN BARGAINING CONTINUES SAYS FINNEGAN

Collective bargaining is not done in a vacuum. Labor and management negotiators, even before they enter the bargaining room, have their thinking conditioned by the "pattern" or precedents established by contracts already negotiated and by their estimate of the terms of contracts to be negotiated in the near future. Although this has been true for many years, Joseph Finnegan, Director of the Federal Mediation and Conciliation Service, stated that "the closer knit our economy becomes the higher degree of interrelationship we develop, the greater the effect. There remain no remote, unaffected areas."

Mr. Finnegan finds that the recent impetus toward general pattern bargaining can be traced from the "Little Steel" formula devised by the National War Labor Board in World War II as a basic part of its wage stabilization program. "There we had the principle established by a Governmental agency of selecting a single criterion as a NATIONAL wage formula. The war years engendered a type of thinking that tended toward the belief that wage increases should be integrated into a national movement."

"With the end of stabilization, the resulting mild chaos in wage bargaining led both labor and management to welcome some kind of national criterion for wage adjustments, and habit helped popularize the adoption of —for sake of illustration—the current steel settlement as a basis for local bargaining."

The trend toward uniformity "has been egged on by the increased complexities introduced by such bargaining issues as pensions, health and welfare plans, automation, and the guaranteed annual wage. The wary attitude of both labor and management toward some of the provisions of the Taft-Hartley Act in its early days also led labor and management representatives to attempt to get some kind of bargaining uniformity at a high echelon on such matters covered by T-H as checkoff provisions, union shop clauses, 'hot cargo' provisions, compliance with non-communist affidavit requirements and union financial liability. The provisions of T-H had not then been construed by the courts; exposure to heavy penalties seemed possible. These factors all made for consolidation of bargaining at high levels where substantial authority existed for decision-making on a broad basis."

Mr. Finnegan also notes developments in the Government treatment of wages that have an effect on both local and national wage movements and bargaining. One of these items is the recent increase in the federal minimum wage to one dollar an hour. "About 2½ million workers will receive direct wage increases under the requirements of the new law. A very substantial additional group will certainly receive prompt increases in order partially or entirely to maintain normal wage differentials."

Other governmental wage policies include the method of application of the Walsh-Healey Public Contracts Act which requires payment of "prevailing wages" on Government contracts and the Davis-Bacon Act which

requires the payment of prevailing minimum wages on all construction work for the Federal Government.

Mr. Finnegan has noted a tendency this year toward the development of a "pattern plus" doctrine. While in the past, the pattern has been used "as the CEILING for subsequent bargaining, this year the pattern has been the FLOOR in a good many such cases."

Mr. Finnegan discussed pattern bargaining in his speech at the graduation dinner at which twenty-three U.C.L.A. Extension students received their Certificates in Industrial Relations. Certificates were awarded by Edgar L. Warren, Director of the Institute of Industrial Relations. The graduation dinner, which was held on November 11, 1955, was co-sponsored by the Industrial Relations Alumni Association and was attended by 135 persons.

KEEPING UP-TO-DATE

Each issue of the I R NEWS will list some important recent publications which you may find useful and interesting:

Somers, Herman M. **WORKMEN'S COMPENSATION**. New York, Wiley, 1954.

The definitive study of the oldest social insurance program in the United States. Covers all aspects of workmen's compensation—history, legislation, administration, litigation, insurance, actual benefit experience, and the related fields of industrial safety, health, and rehabilitation. The author clearly presents the disagreements regarding present arrangements and proposals for change, weighs the evidence, and indicates the direction events are likely to take in connection with key issues.

Taft, Philip. **THE STRUCTURE AND GOVERNMENT OF LABOR UNIONS**. Cambridge, Harvard University Press, 1955. \$6.00.

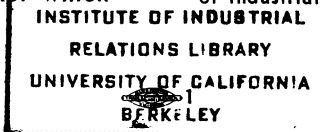
Mr. Taft presents a picture of the government and structure of unions in the United States today and shows the interrelations between these organizations and their membership. He discusses radicalism in American labor and analyzes the role of Communist influence. One of the major contributions of the book is the new material on union discipline and appeals.

Drucker, Peter F. **"AMERICA'S NEXT TWENTY YEARS," HARPER'S MAGAZINE**, Spring, 1955.

Forecasting your own and your organization's future becomes a more reasonable task when you've read Peter F. Drucker's series of articles on "AMERICA'S NEXT TWENTY YEARS." Starting from little known facts, this noted economist predicts a plentiful supply of jobs, a sharply rising demand for college education and for a different type of executive, the emergence of a new breed of financial giant, and some unexpected results from automation. The series is available as a single reprint at 50c from Harper's Magazine, Dept. G, 49 East 33rd St., New York 16, N. Y.

Kallejian, Verne J., Irving R. Weschler and Robert Tannenbaum. **"Managers in Transition," HARVARD BUSINESS REVIEW**, July-August, 1955.

Getting the management team to work together smoothly and effectively is sometimes a more complex problem than setting up production procedures. One way to tackle the job is to institute a sensitivity training program for a management hierarchy within the plant. What such a program involves and how it progresses is described in this article. Although this is a fictional account of the development of a leadership training program, it is realistic because it is a composite of experiences in many plants. (Reprint available from the U.C.L.A. Institute of Industrial Relations.)



NUNN TO SPEAK AT SAN DIEGO MEETING

The Alumni Association of the Institute of Industrial Relations of U.C.L.A. will have its next monthly meeting at 6:45 p.m. Friday, December 9, 1955, at the Park Manor Hotel, 5th and Spruce Street, San Diego, California.

The featured speaker will be Mr. Henry L. Nunn, a prominent industrialist and leader in the field of human relations. Mr. Nunn is the founder and former president of the Nunn-Bush Shoe Company of Milwaukee, Wisconsin. He is widely known for the Nunn-Bush Share Production Plan which guarantees employees fifty-two pay checks per year. Since Mr. Nunn's retirement in 1951, he has devoted his time to lecturing and writing. He has gained national recognition through his book, "The Whole Man Goes To Work."

Dinner reservations for this meeting can be made by calling Belmont 9-9221.

INTRODUCING: JOHN R. VAN DE WATER

Since the inception of the Certificate Program in 1946, Dr. Van de Water has consistently been rated by Extension students as "top notch." Students appreciate not only his dynamic lectures in Labor Law and Legislation, but also the real personal interest he takes in each of them.

It has become a tradition for his classes to have a banquet on the last meeting of the semester at which his students and their wives are invited to dine together and then hear a speech by a prominent speaker in Labor Law. The last such banquet featured a debate between union and management representatives. Dr. Van de Water also arranges field trips for his students which make it possible for them to observe labor law in action.

John's substantial achievements over the years have easily matched his impressive physical appearance; he measures 6'4" in height. He was born in Long Beach, and distinguished himself at Long Beach Poly High in sports and as president of the senior class. His debating activity developed an early interest in the study of law, and his fine academic record won him an honorary scholarship to the University of Chicago.

He won his Doctor of Jurisprudence degree at the University of Chicago, but in the process found time to manage the university's swimming team and serve as head cheerleader and president of the National Honor Society. John married a fellow student at Chicago prior to completing his degree requirements. He and Harriet spent their last year on campus as house parents of a boy's dormitory of six hundred students. Although they now have six little Van de Waters of their own (ages 2 to 14) they still have a long way to go before catching up with the record established at Chicago.

Since John had developed an interest in international law at the University of Chicago, he took his first job with the Commission to Study the Organization of Peace. During World War II, he worked as a Labor Relations Representative for North American Aviation, and followed this with a position in industrial relations with the Ford Motor Company. While working at Ford, he also organized an educational program through U.C.L.A. Extension for members of the legal profession.

Presently, John is an Assistant Professor of Business Law with the U.C.L.A. School of Business Administration. In addition to his teaching responsibilities and an active program of research, he works as an attorney at law. Due to the high regard in which he is held by both labor and management, he is frequently called in as an industrial consultant by representatives of both sides.

Professor Van de Water's research has resulted in a number of articles in the LABOR LAW JOURNAL and the U.C.L.A. LAW REVIEW. He is at present working on a comprehensive study of "Industrial Productivity and the Law."

Extension students will be interested to know that Dr. Van de Water will be originating a new course next spring entitled "Workshop in Labor Law." This course will deal with how to handle everyday problems involving labor law. It will emphasize practice in researching legal problems, mock practice sessions, and field trips to observe actual governmental board hearings. Among the laws to be emphasized are the National Labor Relations Act, the Fair Labor Standards Act, and the California Labor Code.

COMMUNITY ADVISORY COMMITTEE GIVES DIRECTION TO WORK OF INSTITUTE OF INDUSTRIAL RELATIONS

Making recommendations about the activities of the Institute of Industrial Relations is the function of a Community Advisory Committee appointed by University of California President Robert Gordon Sproul. The Committee is composed of distinguished men in Los Angeles with an interest in industrial relations. Nine of the members represent management, nine represent labor, and nine are spokesmen for the public.

At last month's meeting, the members of the Community Advisory Committee made a number of important recommendations. One suggestion urged that the Institute of Industrial Relations establish a research and educational center stressing the problem of employment security. A second recommendation was that subcommittees of the Advisory Committee be appointed to review specific activities of the Institute: the Certificate Program, conferences and seminars, popular pamphlet series, etc.

The Community Advisory Committee is chaired by President Sproul. The members are:

PUBLIC MEMBERS

HOWARD CAMPION, Assoc. Superintendent, L. A. City Schools
EUGENE HOFFMAN, Medical Advisor, Blue Cross Hospital Service of So. Calif.
WILLIAM B. MILLER, Executive Secretary, Town Hall
JUDGE STANLEY MOSK, Superior Court of Los Angeles County
C. W. PFEIFFER, Exec. Secretary, Welfare Council of Metropolitan Los Angeles
NORRIS POULSON, Mayor of Los Angeles
JOHN F. ROOD, Area Manager, California Department of Employment
FORREST C. WEIR, Executive Director, Church Federation of Los Angeles

MANAGEMENT MEMBERS

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BONAR DYER, Industrial Relations Director, Walt Disney Productions
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R. F. MacNALLY, Vice-Pres. & Gen. Manager, Metropolitan Coach Lines
FRANK R. POWELL, Personnel Manager, Aluminum Company of America
OSCAR A. TRIPPET, Attorney, Morrow & Trippet
E. D. STARKWEATHER, Dir. of Industrial Relations, North American Aviation, Inc.
HENRY K. SWENERTON, Vice-Pres. in charge of Industrial Relations, Gladding McBean & Company.

LABOR MEMBERS

CASS ALVIN, Regional Dir. of Research & Education, United Steelworkers of America, CIO
WILBUR J. BASSETT, Sec., Los Angeles Central Labor Council, AFL
JOHN L. COPPER, Pres., Joint Board of Culinary Workers, AFL
JOHN A. Despol, Sec.-Treas., CIO California Industrial Union Council
ALBERT T. LUNCEFORD, Sec.-Treas., Greater Los Angeles CIO Council
ASHBY C. MCGRAW, Grand Lodge Rep., International Assoc. of Machinists, AFL
O. T. SATRE, Exec. Secretary, District Council of Painters, No. 36, AFL
PAUL H. SCHRADE, Ass't. Director, Region 6, United Automobile Workers, CIO
DON H. SHEETS, Gen. Chairman, Gen. Grievance Committee, Brotherhood of Railroad Trainmen