

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.

JANUARY, 1956

ECONOMIST SEES CONTINUED GROWTH OF ECONOMY WITH SUBSTANTIAL GAINS PASSED ON TO WORKER

An analysis of the economic changes which may be expected in the next ten years suggests continued increases in productivity, wages and salaries, employment, and leisure time, according to Dr. George Hildebrand, Professor of Economics and Research Economist with the Institute of Industrial Relations, U.C.L.A. Although not anticipating a depression during this period, Dr. Hildebrand does not exclude the possibility of short recessions.

While projecting an increase in the gross national product of 36.6% (from \$391.6 billion to \$535.0 billion), he expects private consumption of goods and services to increase at the faster rate of 39.5% (from \$256 billion to \$357 billion) due to a decrease in consumer saving. This increase in production and consumption will be made possible by an estimated annual increase in productivity of 2½-3% due to automation and greater efficiency.

This productivity increase will permit both higher wages and more leisure time. Dr. Hildebrand estimates that real wages can be raised 28-30% by 1965. This would hike the average factory worker's pay from \$3,800 to \$5,000. A labor shortage, predicted by some economists, would cause an even higher boost.

At the same time, Hildebrand expects a reduction of 20% in the hours of work. By 1965 the average employee will be working 200 less hours per year than at present. However, as a general rule, this reduction in hours will take the form of

more holidays and longer vacations rather than a reduction in the work week. Dr. Hildebrand feels that unions tend to ask for a reduced work week only in periods of depression as a spread-the-work measure.

Also to be expected is a growing acceptance by management of the principle of collective bargaining, with labor unions and management learning to live together in greater harmony. Union membership is expected to grow from 17½ million to a possible 23 million. However, such growth will be dependent upon the ability of unions to appeal more effectively to white-collar workers and workers in rural areas and the South. Although management and unions will continue to contend over wage demands, the greatest problems are likely to revolve around the changes which automation will bring. Introduction of automatic production methods eliminates the need for many unskilled jobs. When jobs are eliminated, displacements, transfers, and layoffs ensue. Unions will insist that management protect the job rights of these workers in one way or another. The negotiation of supplementary employment compensation benefits is one method of handling the problem of the short-term layoff.

Dr. Hildebrand prepared this study for presentation at a recent meeting at the Institute of Industrial Relations attended by the staff of the California State Conciliation Service and management and labor leaders in Los Angeles. Many of his estimates are based on government-prepared statistics.

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. This article, limited to careers on the management side, attempts to deal briefly with some of the questions which students ask most frequently.

What are the opportunities in industrial relations?

There are at present about 250,000 jobs in the field, approximately 10% of which involve top-level responsibilities. The growing amount of legislation affecting the employer-employee relationship, the expansion of collective bargaining, the increased emphasis on manpower management, and the development of fringe benefits would seem to indicate increasing opportunities in the future. This should be particularly true in the west with its expanding industrial potential.

What qualities are needed for success in industrial relations?

Personnel and industrial relations officers must understand people and have personality traits which enable them to get along with others. They must be dependable, be capable of making quick and accurate decisions, and be possessed of mental and physical resilience. Due to the growing professionalism of the field, advancement depends more and more on educational attainments in the fields of economics, personnel administration, law, psychology, and labor relations. Also valuable is knowledge of the industry in which the person plans to work.

What are the advantages and disadvantages of this type of work?

Advantages include the stimulating and creative nature of the work, the emphasis on working with people, the semi-professional prestige and staff status, and the opportunity of obtaining an over-all view of the company. Among the disadvantages are the irregular hours, the periods of high pressure, and the difficulty of advancing to top-command posts in the organization. (These jobs tend to go to "line officers" although staff officers now get more consideration.)

What are the duties of industrial relations personnel?

Among the responsibilities of departments of industrial relations are: to recruit, interview, and test job applicants; develop training programs; administer programs for promotion and executive development; maintain employment records; counsel employees; and initiate and administer employee services such as recreational activities, health, welfare and pension plans, and employee informational programs. Department personnel also play a key role in collective bargaining, grievance and arbitration procedures, merit rating systems, and wage and salary administration. Stemming from the above activities are the responsibilities of making intelligent use of research and making recommendations to top company officers on policies involving personnel.

What salaries are paid to industrial relations personnel?

The beginner may start as a preliminary interviewer or job analyst at over \$300 per month. He may then advance to senior interviewer at \$450-\$600 per month. The next step, employment manager, will pay in excess of \$600. The average personnel manager, after ten years of experience, earns over \$9,000, although this salary is higher for the top man with the title of Industrial Relations Manager and the responsibility for labor relations, and varies considerably with the size of the company.

How do you get a job?

Company policies differ in the recruitment of industrial relations workers. Some hire new people directly into industrial relations jobs. Many, on the other hand, tend to fill jobs only from within the company, following the practice of selecting industrial relations personnel from among their production and general supervisory staffs. Candidates for jobs who do not have previous industrial relations experience or an extensive educational background usually must follow the second route.

INSTITUTE OF INDUSTRIAL
RELATIONS LIBRARY
UNIVERSITY OF CALIFORNIA
BERKLEY

INSTITUTE STAFF TO JOIN IN TEACHING COURSE

Students taking Labor Economics XL 150 (Introduction to Labor-Management Relations) during the spring semester will be getting a real bargain. They will have the opportunity to study under eight of the top scholars in the field of industrial relations in California. The staff of the Institute of Industrial Relations, U.C.L.A., is cooperating in presenting this course, each staff member teaching the subject matter in which he is a specialist. Serving as coordinator for the entire course is Richard N. Baisden, Principal Extension Representative.

The lectures on collective bargaining will be presented by Edgar L. Warren, Director of the Institute. Warren came to U.C.L.A. following a distinguished career in business and government which culminated with his service as the Director of the United States Conciliation Service.

The sessions on labor law and legislation will be handled by Benjamin Aaron. In addition to his research work in this field at the Institute, Mr. Aaron has served as Executive Director of the War Labor Board (World War II) and as Public Member and Vice Chairman of the National Wage Stabilization Board (Korean Emergency).

Joining with Warren and Aaron will be Drs. Abbott Kaplan, Irving Bernstein, and George Hildebrand, who will teach labor history, the nature of the labor movement, and the labor force and the labor market, respectively. All five of these men serve as arbitrators in addition to their academic responsibilities. Bernstein and Hildebrand have both held high positions with government wage control programs. Dr. Kaplan is Assistant Director of University Extension.

Sessions on wages, employment, and social welfare legislation will be conducted by Dr. Robert Macdonald, Mr. Robert F. Smith, and Mr. Arthur Carstens. Dr. Macdonald is an Assistant Professor of Economics, while Mr. Smith and Mr. Carstens are Assistant Directors of the Institute of Industrial Relations for Management and Labor Programs respectively. Prior to coming to the Institute, Mr. Smith served as Supervisor of Training for Ryan Aeronautical Co., in San Diego, and Mr. Carstens held a wide variety of governmental positions.

None of these men normally teach at University Extension, so students taking the course will have a unique opportunity to study under their direction. The course is scheduled for Thursday evenings, beginning on February 9, 1956.

ALUMNI ASSOCIATION SETS JANUARY MEETING

"Three Firm Steps toward Greater Productivity" will be the subject for discussion at the January meeting of the Los Angeles Chapter of the Industrial Relations Alumni Association, scheduled for January 11th, in the Coral Room of the Gaylord Hotel (3355 Wilshire Blvd.). Speaking on this subject and leading the subsequent discussion will be Robert F. Smith, new Assistant Director for Management Programs of the Institute of Industrial Relations.

Among the questions which Mr. Smith will raise will be: Are there built-in obstacles in the work force which naturally im-

pede progress? Are there ways to overcome such barriers to obtain desired results through people? How can we obtain intelligent action on the job-methods problems that face members of our organization?

Members of the Alumni Association as well as students in the Certificate Program are invited to attend. Cost of the pot roast dinner, which will be served promptly at 7 p.m., will be \$2.50. Reservations must be made by January 10th by calling BRadshaw 2-6161, Ext. 425. The meeting will also feature the election of officers for the coming year.

FUTURE SEMINARS ASSURED BY SUCCESS OF FIRST

The first semi-annual Seminar On Current Developments In Industrial Relations brought 225 students, alumni and guests together on the UCLA campus last month. Judging by the response, this will be but the first of many such programs to come. Co-sponsored by the Institute of Industrial Relations and the IR Alumni Association, this first program had a three-fold purpose:

- (1) to acquaint students and alumni of the certificate program with the faculty and the library facilities available on campus,
- (2) to give the students a greater sense of identification with the University campus, and
- (3) to offer to all those interested, professionally or academically, the opportunity to discuss current developments with others in the field.

Following registration and a coffee break, the formal meeting began with a general session in which the faculty and the Alumni Association officers were introduced by Dr. Abbott Kaplan. Each faculty member spoke briefly of his experience and current interests. Paul Miles, librarian for the Institute's Industrial Relations Library (Room 251 of the BAE Building), extended an invitation to all present to make free use of its extensive facilities.

Immediately following the general session, faculty members led or moderated small workshop discussions on various topics in the field of Industrial Relations. Students and those professionally identified with the field were given equal opportunity to take part in the discussion of trends and problems in the light of recent developments in the field.

Luncheon at Kerckhoff Hall followed the workshops. The Honorable Stanley Mosk, Judge of the Superior Court, was guest speaker of the day and addressed the group on the long-range trends in labor legislation as they can be seen emerging today. The success of this first program was borne out not only by the number of those attending, but by the fact that each person gained in some way by the experience. Alumni and guests profited from the exchange of ideas, and students came away with a fuller sense of identification with the University. Everyone realized more than ever that in the dynamic field of Industrial Relations the individual must keep abreast of new developments, and that the Institute of Industrial Relations is a partner in this social responsibility.

Don Du Bois

Industrial Relations Alumni Association

INTRODUCING: ROBERT F. SMITH

The new Assistant Director in charge of the Institute of Industrial Relations' management programs is himself a product of the Institute's Certificate Program in San Diego, Class of '54. His other formal education includes Bachelors degrees in Science and Arts from the University of Southern California.

Bob completed the Certificate courses while employed as Supervisor of Training at Ryan Aeronautical Company, where he was responsible for training, management development, and recreation. He was also a member of the Management Committee in labor contract negotiations, 1951-53.

His first official University service occurred in 1952, when he was recorder for the original San Diego Seminar on Management, sponsored by the Institute of Industrial Relations and the School of Business Administration through University Extension. In 1953 and 1954 he moved up to the post of Seminar

Moderator. Between seminars he taught University Extension's regular course, "Effective Speaking for Business and Industrial Application" and married Mary R. Secan, University of Michigan '53, teacher in the San Diego City Schools.

Bob is a Past-President of both the American Society of Training Directors and the Post-High School Teachers Association in San Diego. He also holds membership in the Personnel Management Association, San Diego counterpart to Los Angeles' P.I.R.A. During 1955 he has been Chairman of the Education Committee of the San Diego Chamber of Commerce, which this year took on the job of marshalling local groups behind the expansion of post-high school education facilities in the border county. In the spring semester Bob will coordinate seminars in San Diego, Riverside and Los Angeles, as well as participate as a speaker at other courses and conferences held under Institute auspices.