

# 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.

APRIL, 1958

## ROSS TO SPEAK ON "THE LABOR UNION AND ITS RESPONSIBILITIES"

Dr. Arthur M. Ross, Professor of Industrial Relations and Director, Institute of Industrial Relations, University of California, Berkeley, will speak in Los Angeles on Friday evening, April 18, at a dinner sponsored by the Institute and the Industrial Relations Alumni Association. Anyone interested in hearing Dr. Ross discuss a subject of considerable current significance is cordially invited to attend.

Dr. Ross has an enviable reputation as a teacher, scholar, and practitioner of industrial relations. In addition to his teaching and administrative work at the University of California, he is the author or co-author of several books, including *Trade Union Wage Policy* and *Industrial Conflict*, and has contributed numerous articles to professional journals. Dr. Ross has served with such governmental agencies as the War Manpower Commission and the War Labor Board; he chaired the Regional Wage Stabilization Board in 1951 and was a member of the National WSB in 1952. He is also well known in the arbitration field, presently holding the post of permanent arbitrator in several important industries.

The occasion of Dr. Ross' address is the Spring Award Dinner at which the men and women who have completed the Industrial Relations Program of evening courses will receive their Certificates. The list of graduates includes: Lowell W. Anderson, Mathew Babick, Arthur Robert Bache, John R. Broe, Robert A. Carrow, Elizabeth

Grace Clemmer, Richard K. Delamater, W. A. S. Douglas, William J. Freni, John Edmond Heintzelman, Genevieve F. Hug, Donald Rodney Hutson, George E. Jarvis, William E. Jennings, Aubrey H. Jones, James L. Knox, Mary-Alice Krimbill, Weston S. McKane, Theodore G. Mann, Joseph E. Merlone, Charles W. Odell, Leonard Frank Moreland, Michael J. Power, Joseph Anthony Quatrochi, Leslie T. Roddewig, Bayard Tod Ryder, John Semmens, Alva S. Sheldon, Arthur I. Shilgi, Thomas Edward Smith, Stuart H. Snow, Milton Stanley, Lewis D. Stearns, Malcolm L. Stenstrom, Charles M. Stiffler, Jr., Harlin H. Tierney, John Dana Van Gorder, James W. Walker, Jr., Wayne B. Wiggins, Wendell F. Barrows, and John Clinton Barger.

Two special awards will be made by the Industrial Relations Alumni Association. The first will be presented to the recipient of the 500th Certificate conferred by the UCLA Institute of Industrial Relations during the 12 year history of the Certificate Program. The second will be awarded to Mr. John Edmond Heintzelman of North American Aviation, Inc., as the graduate who maintained the highest grades during the course of his studies.

The dinner will be held in the banquet room of Swally's Restaurant, 1371 South Boyle Avenue (corner of Boyle and East Olympic), at 7 p.m. on April 18. Reservations for dinner, the cost of which is \$2.75, may be made by calling BRadshaw 2-6161, Ext. 425 not later than April 16.

## TWO PAMPHLETS WELL WORTH READING

The Fund for the Republic has recently made available two pamphlets which will be of considerable interest to all students of industrial relations. These pamphlets, *Unions and Union Leaders of Their Own Choosing* by Clark Kerr and *Economic Power and The Free Society* by A. A. Berle, Jr., may be obtained without charge by writing to The Fund for the Republic, 60 East 42nd Street, New York 17, New York.

The above are two of a proposed series of pamphlets directed at clarifying "fundamental questions concerning freedom and justice that emerge when the forms and principles developed by 18th Century America meet the ideas and practices of today's highly developed industrial society." The messages of both authors might be summed up by the statement, "Big unions, big corporations, big government, and small individuals, seem to be the order of the day."

Dr. Kerr, President-elect of the University of California, points to a need for more union democracy in a period when union member-

ship is increasingly compulsory, dual unionism is declining, the permanent faction in the union is disappearing, and company opposition is more rare. In the case of the corporation, Mr. Berle asserts that the individual stockholder has lost virtually all control over corporation policy. "A stockholders' meeting is a kind of ancient, meaningless ritual," and "for practical purposes, therefore, the control or power element in most large corporations rests in its group of directors"—termed by Berle as a "self-perpetuating oligarchy."

While both Dr. Kerr and Mr. Berle concede that big unions and big corporations are indispensable to the western way of life, they agree that the growth in size and power of these organizations requires counter measures to protect the freedom of the individual. Some loss of freedom is inevitable in an effective industrial system which requires many rules and reasonable conformity to these rules. This loss of freedom is one of the prices paid by man for the many benefits in income and leisure that can flow from industrial society. The challenge is that this price not be any higher than necessary.

## THE COUNSELING ROLE OF THE SUPERVISOR

The major responsibilities of the supervisor are to motivate his subordinates and to help them become more responsible human beings—and therefore, better workers. If the supervisor can achieve these objectives, the work will take care of itself.

Emotional problems are the most frequent cause of unsatisfactory performance on the job. The objective of counseling by the supervisor is to help the subordinate understand himself a little more clearly—particularly with regard to the way in which his emotions are interfering with his effectiveness.

### Counseling Techniques

A supervisor should use the so-called nondirective method developed by Carl Rogers in counseling. This technique is deceptively simple. It requires an ability to draw the subordinate out, to help him talk through his own problem, and to listen in an interested and sincere way, thereby assisting the individual to express and understand his own emotional blocks.

There are three things that a supervisor should not do in counseling. He should not become sympathetic toward the person being counseled since this often gives the latter an incentive not to deal with his problem. The feeling that the counselor must convey is one of a sincere interest in being helpful and a warmhearted understanding of what the other person is facing, rather than one of sympathy.

Another thing that a counselor should never do is to give advice. By giving advice, the supervisor smugly assumes that he knows more than the other person and that he is entitled to tell the subordinate

how he should live his life. Viewed in this light, advice-giving is an insult. In addition, it violates the purpose of counseling—to assist an employee to be more mature and responsible. Advice-giving fosters dependency rather than independence.

A supervisor should not attempt to counsel employees whose problems are quite serious. If the counselor is frightened by a problem, he should recommend that the employee seek professional help. There is no way to coerce a subordinate to get this professional help. Some people with emotional problems don't want to give them up. The only thing the supervisor can do is to point out to the person that he has a problem that he need not have and that it can probably be overcome through professional assistance.

### Prerequisites for Counseling

There are two important ingredients in a counseling situation. The first is that a person must have a problem with emotional overtones which make him worried, anxious, and upset. The second is a recognition on the part of the person that he has a problem. An employee may be a problem to the supervisor without recognizing that he has a problem. In this case, it is up to the supervisor to tell the subordinate what he must do in order to keep his job; no counseling is necessarily required.

### Can Supervisors Counsel Effectively?

Supervisors face obstacles in counseling. They are charged with authoritarian responsibilities in enforcing company policy. Can an authoritarian supervisor become a nonauthoritarian counselor? A



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supervisor can learn to wear these two different hats if he is reasonably intelligent, highly motivated, and sincerely interested in his subordinates.

Some supervisors, however, can never counsel effectively. They can do more harm than good if they have emotional problems of their own, if they have a need to pry into the affairs of others, or if they penalize subordinates for their problems.

## PERSONNEL RESEARCH IN A SCIENTIFIC AGE

In this age of fission, fusion, guided missiles and sputniks, we have become accustomed to spectacular announcements of new frontiers conquered by science. But these discoveries in the **physical sciences** should not blind us to the necessity for more attention to the **human factor** in order to keep the two realms in balance. This position is eloquently stated by Peter Drucker in his recent book **America's Next 20 Years**:

"During the period ahead, in any event, the greatest need for innovation seems more likely to lie in the social than in the technological area . . . the need is for effective innovation in the management of workers and in the organization of work; despite the progress in this area, it may well be the most backward sphere, and the one with the greatest potential for increased productivity."

That social research is being shortchanged compared with research in the technological area is dramatized by the fact that while one automobile company spent \$250,000,000 to develop a new model, the entire nation spent much less than half that amount on all its social science research and less than one fifth that amount on personnel research in one year.

Of the total amount spent in this country for personnel research, 67% of the funds are supplied by the federal government, 16% by foundations, 13% by business and industry, and 4% by state governments. Although the federal government provides the largest share, it allocates less than 1% of its total research budget to personnel research. Most of these federal funds are allocated to private research organizations and universities.

Coupled with a **shortage of funds**, personnel research may have suffered from a **shortage of imagination**. Social scientists do not ask big enough questions; hence, they do not get very big answers. Peter Drucker recently complained that the social sciences are bankrupt—they have run dry and are not providing the insights that they should. According to Drucker, nothing new has been uncovered in the last 30 years. This comment, although probably an overstatement, should constitute a challenge for some unfettered thinking and study in the social sciences.

The **dominant social trends** which will influence the type of personnel research required during the next 10 to 20 years include:

- \*The population will continue to reach new highs. The products of the increased birth rate of the 1940's and 50's will begin to reach the labor market by about 1962.
- \*The proportion of older people in the population will continue to increase.
- \*There will be a relative shortage of people born during the depression years—the 1930's—which will mean that the older people will need to continue in the positions of leadership longer than might otherwise be the case, and those born after the 30's will be pushed into positions of responsibility sooner than might otherwise be the case.
- \*We are moving into a more educated society.
- \*Management in all forms of endeavor is becoming a profession.
- \*We are entering an era of radically changing technology which will require severe adjustments of organization and people.
- \*The level of skill required for work is on the increase. Already, unskilled labor is practically a thing of the past.

These are the comments of a psychologist in considering the counseling role of the supervisor. They were expressed by **Dr. Phillip A. Goodwin**, speaking at the March meeting of the Industrial Relations Alumni Association. Dr. Goodwin holds the position of Associate with Edward Glaser and Associates, consulting psychologists to management. He also instructs the University of California Extension course in Interviewing and Counseling Techniques.

\*There will be no relative increase in the work force to produce for and to serve the increased population. At the same time we may have less time in which to work because of shorter hours and more leisure.

Some of the **areas for research** which these social changes are opening up include:

1. **Occupations and careers**—We need more studies on what determines occupational choice, what will be the nature of work under a radically changing technology, and what causes people to enter and stay in an occupation. Such research may well lead to better social planning and less human waste because of inadequate knowledge of the demands of various careers.
2. **Selection**—We need to develop better selection methods, including tests of personality, interests, and aptitudes, that are simpler, more valid, and will measure more factors.
3. **Leadership**—We need to develop effective means of selecting and training executive and supervisory personnel for the broader purposes of social leadership as well as for management of specific enterprises.
4. **Human engineering**—We should give more attention to the engineering of work for human effectiveness and satisfaction rather than trying to engineer people to fit the work as we have come to organize it. We must discover means for reducing the human costs resulting from inept management during the process of technological changes.
5. **Scientists and engineers**—With the changing role of these occupations in our society, we must learn to cope with the special problems faced by professional personnel. We will particularly need to develop effective means for identifying and releasing creative talent within these groups.
6. **Job analysis, performance evaluation, and compensation**—With the rapid changes in the nature of work we will need new tools for determining job requirements and for assessing achievement. We will also need to restudy methods of compensation for their effects on motivation and as means for sharing equitably the fruits of productivity.
7. **Utilization of women, aged, and handicapped**—In anticipation of a limited manpower supply, we must devote more attention to the utilization of older workers, the special problems of working women, and the capabilities of the physically handicapped.
8. **Morale**—More work should be done to find out what makes good morale and how this is related to performance. As a part of this, we should determine the extent to which the working organization should extend into the nonwork hours of an employee's life. This will involve some basic research on the meaning of work and leisure in a society of continually increasing productivity and decreasing work hours.

The foregoing is a condensation of a paper by **Cecil E. Goode**, delivered at a Conference on Research Developments in Personnel Management sponsored by the Institute of Industrial Relations. Mr. Goode is the Editor of **Personnel Administration**.

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