

# IR NEWS

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.

MAY, 1958

## SUMMER PROGRAM OF INDUSTRIAL RELATIONS COURSES

If you are planning to continue your evening studies through the summer, you will find a solid program of course offerings at University Extension. The summer courses are nine weeks in length, with each class meeting twice a week — either Monday and Wednesday or Tuesday and Thursday. The semester begins on **June 23** and ends on **August 21**. For those who wish to fit their summer vacations in

between semesters, the fall semester is scheduled to begin the week of September 15.

Summer courses are scheduled for the Hillstreet Building, the UCLA campus, Riverside, and San Diego. The summer bulletin will soon be available, but in the meantime you may wish to review the schedule of industrial relations courses on the reverse side of this newsletter.

## HERE'S YOUR PERSONAL INVITATION TO OUR ANNUAL INDUSTRIAL RELATIONS CERTIFICATE PROGRAM CONFERENCE

If you are interested in industrial relations, you can't afford to miss this conference on **THE WHOLE MAN AT WORK**, scheduled for Saturday morning, May 24, on the UCLA campus. The topic is one which will appeal not only to students of industrial relations, but also to supervisors, personnel managers and staff, and union leaders — anyone who is concerned with what the modern worker is thinking and doing.

Instead of trying to examine the worker from just one aspect, as we do in many classes and conferences, we are going to view him in terms of the total network of new **economic, social, industrial, and psychological** forces which affect him—and us. You will find this a unique opportunity to learn from prominent scholars about the most significant developments in each of their fields of specialization.

You are particularly urged to be present if you are attending related University Extension courses. The conference will give you the chance to meet some of our UCLA professors as well as to get acquainted with members of the staff of the Institute of Industrial Relations. The **Industrial Relations Alumni Association**, which is co-sponsoring the affair, invites you to bring guests. The conference will be relatively informal with opportunities both to hear fine speakers and to participate in stimulating discussions.

**Advance registration is required by May 22.** Please fill out the form below at your earliest convenience. A registration fee of **\$2.50** covers coffee and doughnuts during registration as well as the cost of the luncheon. Additional information may be obtained by calling the Institute at BRadshaw 2-6161, Ext. 425.

## PROGRAM FOR CONFERENCE ON "THE WHOLE MAN AT WORK" Saturday Morning, May 24, 1958

8:45— 9:15 a.m. REGISTRATION (Room 121, Business Administration and Economics Building). Coffee and doughnuts will be served.

9:15—10:45 a.m. PANEL OF SPEAKERS (Room 121)—Richard N. Baisden, Chairman  
**The Worker and the Dollar Sign**, Dr. Melvin Rothbaum, Assistant Professor of Economics and Assistant Research Economist  
**The Worker as a Member of a Dynamic Society**, Dr. Martin Loeb, Lecturer in Social Welfare  
**The Worker and the Changing Nature of Work**, Dr. Joseph Carrabino, Associate Professor of Production Management

10:45—12:15 p.m. DISCUSSION GROUPS (Four rooms to be assigned)  
Discussion leaders:  
Benjamin Aaron, Associate Director, Institute of Industrial Relations

Irving Bernstein, Associate Research Historian, Institute of Industrial Relations  
Glenn Bishop, Administrator, Management Programs, Institute of Industrial Relations  
Arthur Carstens, Administrator, Labor Programs, Institute of Industrial Relations

12:30— 2:00 p.m. LUNCHEON (University Religious Conference Building, 900 Hilgard Avenue — corner of Hilgard and Le Conte)  
Speaker: Dr. Gilbert Brighthouse, Chairman, Department of Psychology, Occidental College

Subject: **Motivating the Whole Man**

Note on parking: You may park in Lot 4 behind the Business Administration and Economics Building—25c in coins required.

## REGISTRATION FORM

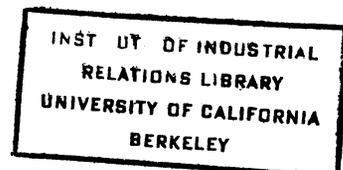
DEPARTMENT OF CONFERENCES AND SPECIAL ACTIVITIES  
UNIVERSITY EXTENSION  
UNIVERSITY OF CALIFORNIA  
LOS ANGELES 24, CALIFORNIA

Enclosed is \$ \_\_\_\_\_ for \_\_\_\_\_ registrations for the Conference on The Whole Man at Work. (Registration fee is \$2.50 per person—make checks payable to THE REGENTS OF THE UNIVERSITY OF CALIFORNIA).

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

(Registrations must be in by May 22)



MAY 20 1958

## SUMMER COURSES IN INDUSTRIAL RELATIONS

### HILLSTREET BUILDING

- PRINCIPLES OF ECONOMICS XL 1A (Sorrensen)  
Tuesday and Thursday evenings, June 24  
PRINCIPLES OF ECONOMICS XL 1B (Balbach)  
Monday and Wednesday evenings, June 23  
BUSINESS STATISTICS XL 115 (Nelson)  
Tuesday and Thursday evenings, June 24  
ELEMENTS OF PRODUCTION MANAGEMENT XL 140  
Sec. 1: Demangate, Monday and Wednesday evenings,  
June 23  
Sec. 2: Armour, Tuesday and Thursday evenings, June 24  
ELEMENTS OF PERSONNEL MANAGEMENT XL 150 (Zook)  
Monday and Wednesday evenings, June 23  
LABOR ECONOMICS XL 150 (Dickerson)  
Tuesday and Thursday evenings, June 24  
LEADERSHIP PRINCIPLES AND PRACTICE XL 152  
Sec. 1: Katcher, Monday and Wednesday evenings, June 23  
Sec. 2: Ford, Tuesday and Thursday evenings, June 24  
INTERVIEWING AND COUNSELING TECHNIQUES  
X 400ABC (Goodwin)  
Tuesday and Thursday evenings, June 24

### UCLA CAMPUS

- INTRODUCTION TO BUSINESS ORGANIZATION AND MAN-  
AGEMENT X 104ABC (Sellinger)  
Tuesday and Thursday evenings, June 24  
COLLECTIVE BARGAINING XL 158 (Kotin)  
Tuesday and Thursday evenings, June 24  
APPLIED HUMAN RELATIONS X 181ABC (Rhulman)  
Monday and Wednesday evenings, June 23

### RIVERSIDE

- GRIEVANCES AND ARBITRATION X 157ABC (Ellsworth)  
Monday and Wednesday evenings, June 23

### SAN DIEGO

- ELEMENTS OF PERSONNEL MANAGEMENT XL 150 (Hagen)  
Tuesday and Thursday evenings, June 24  
LEADERSHIP PRINCIPLES AND PRACTICE XL 152 (Farson)  
Monday and Thursday evenings, June 23  
APPLIED HUMAN RELATIONS X 181ABC (Solomon)  
Monday and Wednesday evenings, June 23

## THE LABOR UNION'S RESPONSIBILITY TO ITS MEMBERS

Although this is a controversial subject, it is also an important one which should be discussed. The traditional theory that a union is similar to a private club is no longer applicable. Unions exercise controls over jobs and job opportunities and, since the passage of the Wagner Act, federal government policy has encouraged collective bargaining and promoted unionism as instruments of industrial democracy. Thus, this **legitimate national interest** in the relationship of unions to their members is leading to an attempt to define the duties and responsibilities of union leaders.

In earlier decades, other economic groups — railroads, banks, and stock exchanges — have come under public scrutiny, and standards of conduct have been developed for them through legislation, court decisions, and internal self-discipline. The current attention to labor unions has come primarily as the result of the opportunities for corruption stemming from the influx of big money into health, welfare, and pension plans. Although it is true that only a small percentage of union officials has been involved in any kind of scandal, it is also true that small minorities usually bring disapproval and regulation upon the whole group.

There are five points of view with respect to methods of defining union leadership responsibilities:

1. The first approach holds that **unions are too strong** and that the power of the union relative to its members and to the employer should be reduced. In this connection, it is proposed by some that union security agreements be made illegal ("right to work" laws) and that the antitrust laws be applied to labor organizations. Regardless of the arguments for or against these proposals in their own right, they have little or nothing to do with internal union affairs such as corruption and ethical practices.

2. A second type of proposal would seek to **make unions more democratic through legislation**. Proponents of this approach hold that the government should require secret ballots for the election of union officers, the approval of collective bargaining policies, the acceptance or rejection of the employer's last offer, and the decision to strike. There is little opposition to the concept of union democracy and the public normally expects more democracy in unions than it demands in other groups. However, the possibility of legislating union democracy is not very great. Collective bargaining is a technical function and the union members must rely to a large extent on their officers to determine what can be obtained from the employer and how. Strike strategy is peculiarly a leadership function and there is usually trouble when the members take the conduct of a strike into their own hands. We have had considerable experience with attempts to legislate democracy—in the Taft-Hartley provision requiring elections before permitting the union shop and before continuing a national emergency strike as well as in the Smith-Connolly Act during World War II—and these experiences have shown that the members will almost always support their leaders in periods of crisis.

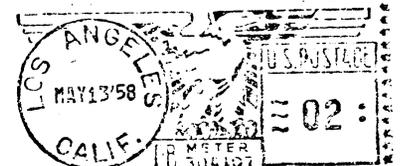
3. A third point of view holds that unionism should be **revived as an idealistic crusade**—that unionism has become too much of a business. Although no one is likely to oppose the desirability of a little more moral fervor, it is doubtful that the zeal of the 1930's can be revived in the present period when unions are well established and fairly well accepted and when the worst grievances of the worker have been mitigated.

4. A fourth attitude, in contrast to the preceding one, contends that it is inconsistent to **expect union leaders to be businesslike** and strong supporters of the free enterprise system, while at the same time expecting them to have the morality of clergymen. Thus, the public and the AFL-CIO should stop preaching at international unions and trying to impose ethical codes on them. This position really begs the question. Although the union is a part of our business society, there are a great many different standards of business morality depending on the nature of the business and the position occupied by the person in question. For example, the standards applied to a used-car salesman are considerably different from those expected of a banker.

5. The fifth approach, and the one that holds the greatest promise for the future, is the **development of fiduciary or trusteeship standards** governing the relationship of the union leader to his members. The union leader has a fiduciary relationship to his members in much the same sense as the doctor has to his patient, the lawyer to his client, and the trustee to the beneficiaries of the trust. In the case of unions, these fiduciary obligations must be worked out in specific areas such as the expenditure of union funds by the leader, situations where the union leader sells property to his own union, the right of members to information, and the problem of possible conflicts of interest where the leader accepts gifts from or engages in business with the employers with whom he bargains. There are three basic methods by which these fiduciary obligations can be developed. One is by **legislation**, which carries with it the danger that the results will depend on the ebb and flow of popular sentiment and may go either too far or not far enough. A second possibility is **internal self-discipline** such as the ethical practice movement within the AFL-CIO; but the AFL-CIO has only limited powers over the international unions. The final method is **court action**, which is slow-moving and offers no assurance that union members will have the money, knowledge, or persistence to file law suits enforcing their rights against the union leader. Thus, since each of these three methods has weaknesses, improvements will probably come as the result of a combination of all of them. It does seem certain, however, that as the years go by, there will be increasing acceptance of the fact that the relationship between the union leader and the member is an honorable one and that fiduciary standards will be imposed and enforced.

The above is a summary of the address given by **Dr. Arthur M. Ross**, Director of the Institute of Industrial Relations, University of California, Berkeley, at the Spring Award Dinner honoring the graduates of the Certificate Program in Industrial Relations.

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