

Calif. Univ. IIR (L.A.)
INDUSTRIAL RELATIONS

ALUMNI NEWSLETTER

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May 6, 1966

N E X T M E E T I N G

Date: Thursday, May 19, 1966

Time: 6:00 P.M. - No Host Cocktails
7:00 P.M. - Dinner

Place: Hody's Restaurant
3553 South La Brea Avenue
Los Angeles, California

Program: Labor Negotiations from Management's and Labor's
Point of View.

Speakers: Labor - Thomas L. Young, Secretary-Treasurer,
Teamsters Local #196

Management - Herschel "Mike" Jones, Director
of Personnel and Industrial
Relations at Pillsbury Company's
Western Division.

Program
Chairman: Earl K. Pitts

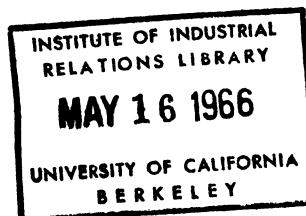
Cost: \$3.50 (including tax and tip)
Please pay at the meeting.

Please make reservations no later than Tuesday, May 17, 1966; call Rita Sann at 478-9711, Ext. 2425 or 2945.

Associates and spouse are cordially invited. Interested persons are welcome to attend meetings after dinner.

NEWS BRIEF
ON SPEAKERS
FOR MAY

Mr. Thomas L. Young will discuss labor's position and approach to collective bargaining and grievance procedures. While attending the University of California at Los Angeles, Mr. Young worked as a truck driver; later he was employed as Business Representative of the Teamsters Union. He is thus well qualified to present labor's point of view. He has been elected Secretary-Treasurer of Teamsters Local 196 as well as of the Joint Council of Teamsters #42. In addition, he is a member of the Mayor's Committee for Economic Development and of the California Council for Health Plan Alternatives.



Herschel "Mike" Jones will present management's position concerning labor negotiations. His contribution should be especially interesting as he has sat on both sides of the bargaining table. While attending the University of Oregon he worked as a hod carrier and represented the Plasterers and Hod Carriers in collective bargaining. Mr. Jones is presently Director of Personnel and Industrial Relations at the Pillsbury Company's Western Division.

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Invitation The Institute sponsors an informal weekly luncheon meeting on
to Wednesdays, where staff members, students, and interested
A Sack Lunch faculty discuss current national, regional, and local develop-
 ments in industrial relations. Each meeting features a main
 speaker who may be a resident or visiting faculty member, a
 union representative, or a foreign visitor familiar with his
country's problems of labor-management relations. A wide variety of topics have
included the following: a report on a forthcoming biography of John L. Lewis,
employment trends and inflation in 1966, the current feud between organized
labor and the Johnson Administration over wage-price guidelines, industrial
relations practices in the West Indies, political unionism and collective
bargaining in Italy, and problems of the contemporary Mexican labor movement.
Members of the Alumni Association are cordially invited to attend Sack Lunch at
the Institute. Your ticket of admission--bring your sack lunch. (If you plan
to attend, please call us for information on topic and scheduling.)

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INTERESTING PROGRAMS

MAY

- 16-21 Twentieth Constitution Convention 2
of International Union, UAU
Long Beach.
- 20 Pre-Retirement Program of Unions,
lecture - Ralph Schloming, San
Diego, Council of Carpenters
- 27 Sensitivity Training _ Marathon 13-21
Sessions.

JUNE

- Occupational Nurses Conference,
Occidental Life Building: "A
Look at Management's Occupational
Health Nurse," --problems of
licensure, recruiting, continuing
education, and utilization.
- 13-21 California Health Plan Alternatives
13-14 Los Angeles
15-16 San Francisco
17-18 Sacramento
20-21 San Diego

JULY

- 10-15 California State Federation of
Labor Summer School to be held
as Santa Barbara campus.
- 13-16 Organizational Behavior Workshop,
Lake Arrowhead.

SPECIAL PROGRAM FOR JUNE

TO BE ANNOUNCED IN THE NEXT EDITION

PAST PROGRAM
Employment Testing
by William Ruch

Employment testing has a long history. The earliest testing program is reported for the year 2200 B.C. when the Emperor of China examined his officials every three years. Modern testing got its start at the beginning of the twentieth century with the development of the Binet Intelligence Scale which was used to predict students' ability to learn school subjects. Sixty years of research and the requirements of vast labor mobilization during two world wars brought testing to the present state of development.

Most companies use tests in screening applicants for employment. In a survey conducted by Psychological Services, Inc. in 1963, 84% of the responding companies said they used tests. General intelligence tests are most often used; these are a direct outgrowth of the original Binet Scale. A person's score on such a test is determined primarily by his verbal and reasoning ability, and his ability to deal with numerical material. Another widely used type which is becoming more and more popular, is the multi-aptitude test battery. It is more specific than intelligence tests; rather than combining various abilities into a single score, a separate score is obtained for each factor. For example, the verbal, numerical, and reasoning factors would be measured by three separate tests. Other multi-aptitude tests measure space visualization, perceptual speed, memory and fluency. The multi-aptitude tests generally are more reliable in predicting how well an applicant will perform on the job, because only those tests relating to the job are used.

Although tests are not perfect, they do assist an employment interviewer in making more valid hiring decisions. In one study of key punch operators, 69% of those passing the tests were rated by their supervisors as above average in job performance, whereas only 33% of those failing the tests were so rated. In a study of sales representatives 77% of those passing the tests were rated above average whereas only 39% of those failing the tests were above average.

But caution must be exercised in using tests, particularly on minority group members. In the case of Leon Myart versus Motorola, the Chicago FEPC hearing examiner ruled that general intelligence tests are discriminatory because they do not reflect and equate the influences of culture. Due to these factors, the "heretofore culturally disadvantaged groups" will not perform as well on the tests. Although this decision was later reversed in court, it set off a wave of controversy throughout the country.

The most controversial tests are the so-called personality tests. These measure such things as drive and energy, sociability, dominance, economic motivation, persuasive interest, clerical interest, and mechanical interest. Technically, these are not really tests because they have no "right" or "wrong" answers. They are more correctly called personality inventories. They tell us what types of activities a person will enjoy and how well he will be able to utilize his knowledge and skills. Much has been written in the last few years concerning the validity of these inventories. Journalists Vance Packard in "The Organization Man" and Martin Gross "The Brainwatchers" claim that personality inventories are virtually useless. Furthermore, the probing questions constitute an invasion of privacy. The truth is, however that when these are used properly by professional psychologists they do give an indication of how well a person will perform on a particular job.

Tests are sometimes used as part of an employer's promotion procedure. A few contracts spell out when and how tests may be used, but typically the language on this issue is rather vague. The evaluation of an employee for promotion is a different matter than the evaluation of a job applicant. The employee has already built up a record with the company in such things as performance, absenteeism, tardiness, and disciplinary action. His seniority reflects stability. If he's been around for several years he is obviously not a job-hopper. Also, it is often felt that management has incurred an obligation to the more senior employees, that long seniority alone is reason to promote. However, a person's seniority and work performance are not necessarily good predictors of how well he will do on a high level job. One method used in the past, with the concurrence of labor and management, is to assign points for both seniority and test scores.

RECENT PUBLICATION OF THE INSTITUTE OF INDUSTRIAL RELATIONS, UCLA

- _____ Monograph No. 11. Ownership of Jobs: A Comparative Study, by Frederick Meyers (1964) \$2.75
- _____ * Reprint No. 152. The Role of Collective Bargaining in France: The Case of Unemployment Insurance, by Frederick Meyers (1965)
- _____ * Reprint No. 153. Some Pros and Cons of Union-Management Cooperation, by Melville Dalton (1966)
- _____ * Reprint No. 154. Changing Staff-Line Relationships, by Melville Dalton (1966)
- , _____ Popular Pamphlet, Equal Opportunity in Employment, by Paul Bullock (1966) 75¢
- _____ Monograph No. 12. Consolidated Bargaining in California Construction: An Appraisal of Twenty-Five Years' Experience, by Gordon Bertram (1966) \$3.00

1 copy free, additional copies 20¢ each. Note: Quantity discounts available when order 10 or more of same publication.

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Institute of Industrial Relations
University of California, Los Angeles
405 Hilgard Avenue, Los Angeles 90024

MEMBERSHIP APPLICATION

Name (print) _____ Phone _____ Bus. Phone _____
 Residence address _____ City _____ Zone _____ State _____
 Occupation _____ Title _____
 Employer's Name _____ Address _____
 City _____ Zone _____ State _____

I hereby apply for membership in the Industrial Relations Alumni Association. Enclosed please find my check of \$5.00 payable to the I.R. Alumni Association. Please clip and mail to Rita Sann, Institute of Industrial Relations, UCLA.

Date _____ Signed _____.
