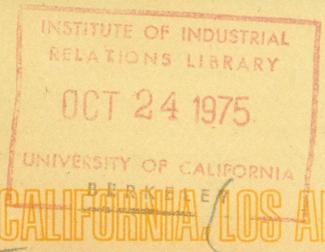


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Newsletter

INSTITUTE OF INDUSTRIAL RELATIONS

UNIVERSITY OF CALIFORNIA, LOS ANGELES

Volume I, No. 1

WINTER 1975

Dear Friend,

With this issue of the *Newsletter* we inaugurate a new quarterly publication of the UCLA Institute of Industrial Relations. We hope by this means to maintain a continuing link with members of the various groups we seek to serve; labor organizations, employers, government and academic institutions, and interested members of the general public. And, of course, we welcome this opportunity to strengthen the ties between the Institute and the members of its Alumni Association—the Institute of Industrial Relations Association.

This year will mark our thirtieth anniversary. Throughout the period since it was founded, the Institute has changed in many ways, but our basic objectives remain the same. We seek to contribute to the improvement of the climate and the conduct of labor-management relations in our own community and in the entire nation through scholarly research, teaching, training, and the dissemination of information. Our approach to issues and problems in industrial relations, which we define broadly, is multidisciplinary; we attempt to bring to bear on their solution whatever insights are available from the fields of economics, law, management, history, political science, psychology and sociology. Increasingly, we are studying foreign industrial relations systems in order to gain new perspectives on our own.

As it has from the outset, the Institute continues to pay special attention to problems of discrimination in employment. In recent years we have put increasing emphasis on manpower recruitment and training, as well as on the quality of working life. We shall continue to strive to keep abreast of new developments in industrial relations, without allowing our continuing concern with the fundamental problems of the field to be distracted by temporary fads. We hope you like our new publication, and we welcome your comments and suggestions.

Benjamin Aaron,
*Director, Institute of
Industrial Relations, UCLA*

ESTABLISHING THE INSTITUTE

No relationship other than that of the family is more important in our complex civilization than the relationship of employer and employee.

Earl Warren

The Institute of Industrial Relations was created in 1945 by an Act of the State Legislature in response to a proposal by (then) Governor Earl Warren. It was established at the University of California on both its Berkeley and Los

Angeles campuses, in recognition of the fact that good employment relations are a significant element in the healthy industrial development of California and the entire nation. The UCLA Institute is serving the Southern California Community—one of the largest, and still expanding, industrial areas of the world.

The Private Sector. When it was first established, the Institute's prime responsibility was improving the industrial relations climate in the private sector, a much-needed effort in view of the post World War II economic adjustment problems. Institute research and education, as well as its training and community services programs, have since played an important role in effecting sound labor-management relations. Specialists from many academic disciplines and persons schooled in the realities of life at the workplace have joined in creating an impressive body of knowledge and devising methods for its application in a wide range of areas, including collective bargaining, industrial disputes and their settlement, human relations training and personnel management, labor economics and labor history, labor law and legislation, social security and worker protection measures. In future issues of the *Newsletter* we will discuss some of these efforts in greater depth.

The Public Sector. In the last decade the demand for collective bargaining has come to the forefront of the labor relations scene in the public sector. Long before this issue became a source of widespread interest or concern, however, Institute research was directed at the desirability and feasibility of collective bargaining in public employment. As a result, the Institute has been able to develop a comprehensive program of conferences, symposia, seminars and workshops dealing with forms of collective negotiations as well as attendant issues arising from this framework of labor relations. Institute staff have also prepared reports, have testified as expert witnesses, and have actually drafted legislation for the Los Angeles County Board of Supervisors and the State of California Assembly. In addition, the Institute initiated and completed one of the earliest programs in the country to train a small group of men and women who will serve as third-party neutrals—mediators, factfinders, and arbitrators—in the resolution of labor disputes.

The Institute's **Management Programs** section has made significant contributions over the years to developing managerial styles and approaches to the employment relationship. Programs designed for the private sector include seminars and workshops on a wide array of topics ranging from behavior-oriented areas such as human factors in management, effective interpersonal communication and leadership, to subjects such as improving workgroup effectiveness, employee benefit planning, and executive compensation. *Intergovernmental Management Programs*, a

series of coordinated conferences, seminars, and workshops initiated in 1972, are developed for government agencies at all levels. Dealing with a wide variety of labor relations issues in public employment, these programs are gaining increasingly widespread attention in view of the growing demand for collective bargaining in the public sector. We will report on this innovative approach to a major historical shift in labor relations in our next Newsletter.

A Center for Labor Research and Education was established in 1964 within the Institutes in Berkeley and Los Angeles, in response to increasing educational needs and interest of organized labor. Under a series of basic guidelines, adopted jointly by representatives of the University and the California Federation of Labor, the Center develops and coordinates labor studies programs and conferences, seminars, and workshops for workers and their organizations in the private and public sectors. Curricula may include subject areas that are of general interest to the labor movement, for example, labor legislation affecting all workers, or principles of collective bargaining and contract administration. Other programs involve specific concerns of individual trade unions or employee associations, such as steward training, union leadership, or approaches to organization. Action-research projects deal broadly with socio-economic or labor-market problems of particular groups or with union organization and communication problems. In addition to these structured programs, the Center promotes and aids in the administration of scholarship programs for trade unions, the California Federation of Labor AFL-CIO, and the Lucy and Harry Lang Memorial Internship. The Labor Studies Certificate program described in this Newsletter was developed by the Labor Center, and continues to provide valuable opportunities for working men and women to broaden their knowledge of the labor movement and related matters. *Labor Education* and what the Labor Center does to improve and promote it will be a topic in another issue of our *Newsletter*.

A Manpower Research Center was created within the Institute in 1970, funded by the Manpower Administration, U.S. Department of Labor. The Center has been involved in a wide range of activities, including research and publications, course development for academic degree programs, and planning of conferences and symposia as a service to the community. Faculty and staff from various UCLA departments have participated in projects seeking solutions to the labor market problems of specific groups, such as racial and ethnic minorities, migrant workers and farm labor, welfare recipients, young workers, and women. The Center is now assisting manpower planners and prime sponsors throughout Southern California in implementing the Comprehensive Education and Training Act of 1973 (CETA). The programs being developed focus on labor-market orientation for new entrants of the labor force, improving job search skills of manpower trainees, and promoting program design and evaluation skills among manpower planners themselves. In addition, Center staff members have contributed to classroom lectures that often provide new perspectives to the whole manpower problem area: *The Economics of Poverty, Utilization of Minority Manpower, Manpower Management and Labor Relations* are some of the courses offered in the Graduate School of Management at UCLA that have been very popular.

Quality of Working Life is increasingly becoming an issue of concern to both management and labor in this last quarter of the twentieth century. Again, the institute takes

pride in its early, pioneering efforts in this field: commencing in 1949 and for some years thereafter, it sponsored the Human Relations Research Group—now nationally known for its work on personality, organizational, and cultural variables and their relationship to the functioning of formal organizations—which is considered by many as a forerunner to the quality of working life movement. In addition, Management Programs of the Institute have often been oriented toward sensitive areas of personnel administration emphasizing the “human factor” in the employment relationship. The growing interest in and experimentation with various forms of more directly improving the quality of life at the workplace—worker participation in decision-making, flexible scheduling of hours of work, rotating task assignments, for example—will lead to an increasing commitment to these and related subject areas in future Institute research and programs.

THE INSTITUTE'S STAFF

The Institute is fortunate in having on its staff UCLA faculty members who hold joint appointments with academic departments as well as full-time specialists in industrial relations and labor education. A capable office staff provides editorial and publications services, detailed program planning, and vital secretarial support. Among the thirty-two men and women whose effort, devotion, and professional know-how have made our programs and publications successful are:

Benjamin Aaron — the Institute's Director and Professor of Law

Archie Kleingartner — Executive Associate Director and Professor of Industrial Relations

Irving Bernstein — Associate Director-Research and Professor of Political Science

Paul Prasow — Associate Director-Community Services and Senior Lecturer in Industrial Relations

MANAGEMENT PROGRAMS is headed by **Philip Tamoush**, Administrator, assisted by **Darrell Eugene (Gene) Bell** and **Angus MacLeod**, Coordinators

THE CENTER FOR LABOR RESEARCH AND EDUCATION is headed by **Jack Blackburn**, Administrator, who develops its programs with Coordinator **Geraldine Leshin**. THE MANPOWER RESEARCH CENTER'S activities are presently directed by **Ross Azevedo**, Assistant Professor in Residence in the Graduate School of Management, and **Paul Bullock**, long-time Research Economist with the Institute.

In addition, a number of UCLA faculty members with various specialties in industrial relations maintain a relationship of mutual cooperation and support with the Institute in research and community services projects. Among them are: **Ichak Adizes**, Assoc. Professor of Managerial Studies; **Yung-Ping Chen**, Assoc. Professor of Economics; **Louis Davis**, Professor of Organizational Science; Professors of Industrial Relations **Walter Fogel**, **John E. Hutchinson**, **Frederic Meyers**, and **Daniels Mitchell**; **Fred Massarik**, Professor of Behavioral Science and Industrial Relations; and **Kenneth W. Thomas**, Asst. Professor of Conflict Management.

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THE INSTITUTE OF INDUSTRIAL RELATIONS ASSOCIATION

Soon after it was founded in 1945, the Institute developed a comprehensive series of evening courses with University Extension, leading to the *Certificate in Industrial Relations*. Over 1500 men and women from diverse occupational and educational backgrounds have since graduated from the program. Many have gained national reputation in labor-management relations while others have made significant contributions to the industrial relations climate in Southern California. We take pleasure in introducing some of them in future issues of the *Newsletter*. (The Industrial Relations Certificate and two other certificate programs are described below.)

The Institute maintains a continued link to the growing number of these graduates through the Institute of Industrial Relations Association (formerly the Industrial Relations Alumni Association), which was founded in the late 1940s. The Association, which draws its membership from Certificate holders as well as "Friends of Industrial Relations," looks back proudly upon accomplishments that encompass a quarter of a century. Its vigorous and progressive leadership has provided a forum for the informal study and discussion of industrial relations issues and developments; has encouraged the sharing of ideas and an ongoing dialogue between students and labor relations practitioners in many areas; and has sought to maintain contact with leaders in the field locally and in the nation at large. Although an independent organization, the Association has cosponsored numerous formal events with the Institute, among them such truly pioneering efforts as finding new approaches to health, welfare and pension benefits, and the feasibility of group legal services. **Harold G. Stearn**, Referee with the Division of Industrial Accidents, State of California Department of Industrial Relations, is the Association's president this year. He and other members of the Executive Board devote much time and effort to guiding the Association's affairs.

IIRA MONTHLY DINNER MEETINGS

Certificate holders and "Friends of Industrial Relations" gather on the second Wednesday each month at the IIRA dinner meetings. Prominent leaders of labor and management are invited as guest speakers, keeping the community informed of industrial relations developments and of the Institute's work. The meetings are held at the Olympian Hotel, Chariot Room, 1903 West Olympic Blvd., Los Angeles. For further information call (213) 825-3180.

Sigmund Arywitz, Executive Secretary-Treasurer of the Los Angeles County Federation of Labor, was keynote speaker at the October dinner commencing the 1974/75 season of the Association's monthly meetings. Discussing the current economic situation under the topic, *Fight for Survival—Inflation and Unemployment*, he noted that the real villains of inflation are the usurious interest rates that add the cost of borrowing money to already high prices of goods and services; the cost of energy which affects all aspects of our technology; and gross mismanagement of our national resources including food. From labor's point of view, he said, strikes and collective bargaining are no longer the whole answer to our problems: we must seek a political answer, through serious legislative effort that will restore consumer power, roll back prices, and cut interest rates; we must seek a government that cares more about people than it does about corporations.

Burke Roche, Executive Secretary of the Los Angeles County Economy and Efficiency Commission, was the guest

speaker at the November dinner meeting. Discussing the important issue of *Collective Bargaining in the Public Sector*, he predicted there will be a full-scale collective bargaining system almost identical to that which now prevails in the private sector. Although this system will largely replace present civil service procedure, Mr. Roche noted that in assessing the real effectiveness of the latter, three myths must be exposed: (1) the Civil Service system's claim of worker selection and promotion on the basis of merit; (2) the contention that collective bargaining will destroy the merit principle in public employment; and (3) that public employees should not have the right to strike because they have the privilege of tenure.

Phillip V. Swan, Executive Vice-President of Lionel D. Edie & Company, an investment management organization with a nationwide clientele, discussed the *Impact of the Stock Market on Various Union and Management Pension and Trust Funds* at the December dinner meeting. After commenting on the state of the nation's economy and its effect on the securities market, he analyzed the movement of common stocks and bonds in terms of short- and long-range inflationary pressures. Mr. Swan is hopeful of a strong economic recovery in the second half of 1975. "Our economy is self-correcting," he said, in the sense that it will create whole new industries, particularly in the service sector, and will meet the challenges of the seventies successfully.

William Boyarsky, well-known political writer with the *Los Angeles Times* and a long-time friend of the IIRA, and his wife Nancy were guest speakers at the dinner meeting on January 8, 1975. Their topic, the political scene in California and labor relations legislation that may be forthcoming under Governor Edmund G. Brown Jr., will be reviewed in the spring issue of this *Newsletter*.

CERTIFICATE PROGRAMS

In response to numerous inquiries concerning certificate programs in industrial relations, a brief description is offered of the three programs sponsored by the Institute:

Certificate in Labor Studies—sponsored and developed by the Institute's Center for Labor Research and Education. This program is designed for the interests of organized labor both in the private and the public sector. Eight courses, selected from a prescribed curriculum, are required for the certificate; they *do not* carry University credit or a grade. The fee is \$25 or \$30 per course, depending on course content and materials supplied. For further information call (213) 825-3180.

Certificate in Industrial Relations—cosponsored by the Institute and University Extension. This program is intended for persons interested in labor-management relations within a wider framework of the social sciences. Eight courses are required for the certificate, selected from a prescribed curriculum of about 25, not all of which are offered each academic quarter. They carry University credit and must be taken for a letter grade or pass/fail. The fee is about \$75 per course. For further information call (213) 825-3180.

Certificate in Public Sector Labor-Management Relations—cosponsored by the Institute's Management Programs Section and University Extension. This program has been developed for persons specifically interested in public sector employment relations. Six courses are required for the certificate, selected from a prescribed curriculum of 16 not all of which are offered each academic quarter. They carry University credit and must be taken for a letter grade or pass/fail. The fee is about \$75 per course. For further information call (213) 825-2516.

INSTITUTE PUBLICATIONS

For information contact the Institute's publications office or call (213) 825-1964

Recent: A FULL EMPLOYMENT POLICY FOR AMERICA, Paul Bullock (ed). Papers presented by nationally known scholars and manpower experts at a UCLA symposium. (a *Manpower Research Center* publication)

WOMEN AT WORK—AN ANNOTATED BIBLIOGRAPHY, Mei Liang Bickner. Contains more than 600 annotations under 8 major categories and subcategories; indexed by author, title, category, and key word. (a *Manpower Research Center* publication)

New: THE WOMAN WHO TOILS—with an Introduction by Daniel J.B. Mitchell. Author Bessie Van Vorst's personal account of a "factory girl's" working life at the turn of the century gives a realistic view of working conditions and living arrangements, social attitudes and sentiment. Professor Mitchell's extensive introduction provides modern perspective and economic analysis to Van Vorst's message of her time.

INSTITUTE PROGRAMS

January

17 Special workshop on regulations under Fair Labor Standards Act covering FIRE PROTECTION, LAW ENFORCEMENT AND SECURITY PERSONNEL.

24 A *Forum for Union Leadership* on THE IMPACT OF TITLE VII ON THE COLLECTIVE BARGAINING PROCESS — takes a close look at this significant legislation and its application in contract negotiation and administration.

Three courses are planned in the labor studies program;

Strategies, Tactics, and Issues in Collective Bargaining;

California State Social Insurance Laws—what they mean to workers, what they do, what they don't do;

Communications—A Basic Art.

For further information contact LABOR PROGRAMS (213) 825-3180 or 825-8175.

February 16-19

LABOR NEGOTIATIONS FOR MANAGEMENT REPRESENTATIVES (to be held in South Laguna)

March 10

BRIEFING SESSIONS IN COLLECTIVE BARGAINING

11

HEALTH MAINTENANCE ORGANIZATIONS—Impact on Industrial Relations

25-26

WORKSHOP ON PRESENTING ARBITRATION CASES

April 10

LEGAL PROCEDURES FOR LABOR RELATIONS PRACTITIONERS

16

ASSESSMENT CENTERS AS A SELECTION TOOL

For further information contact MANAGEMENT PROGRAMS (213) 825-8034.

In addition, A MAJOR CONFERENCE ON COLLECTIVE BARGAINING is planned, paying tribute to that great institution on its 40th Anniversary.

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