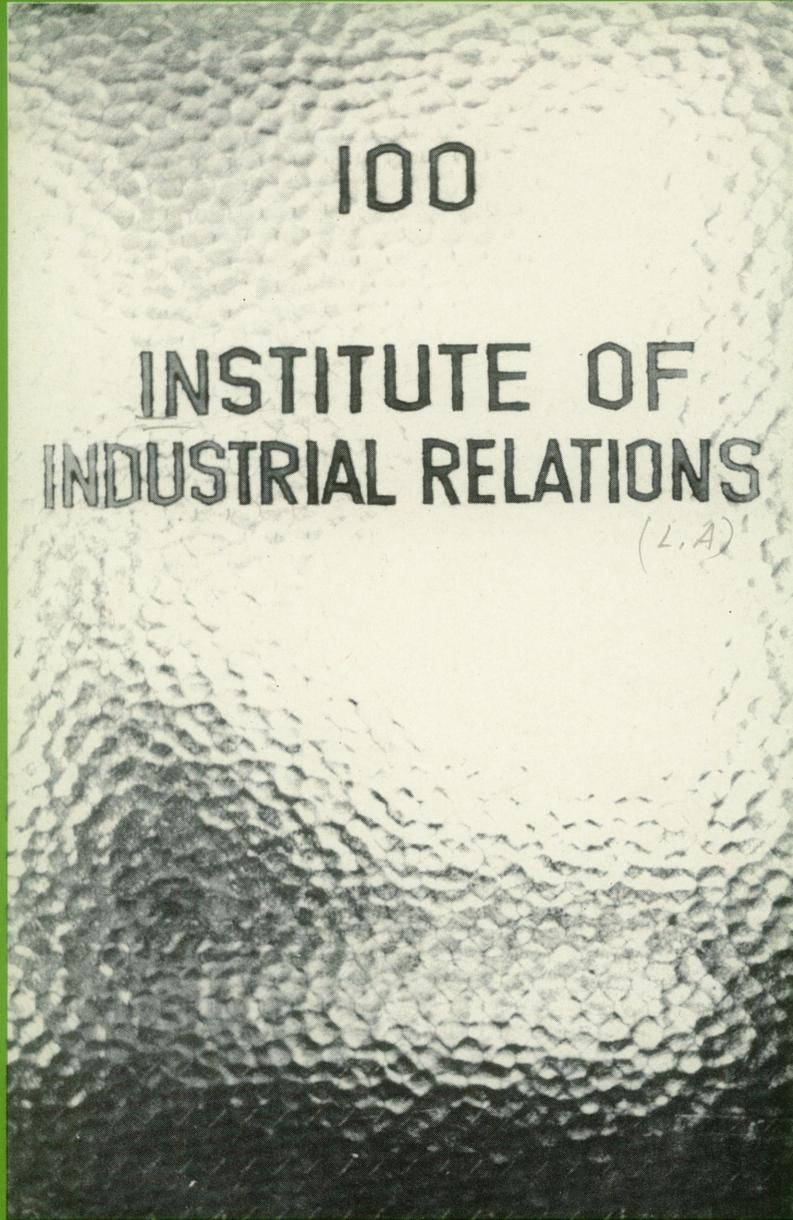


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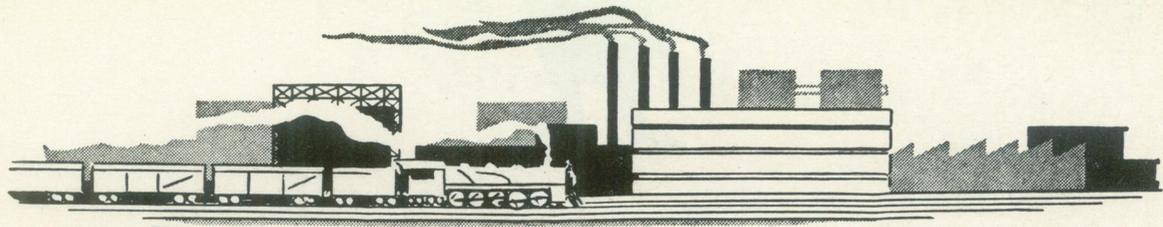
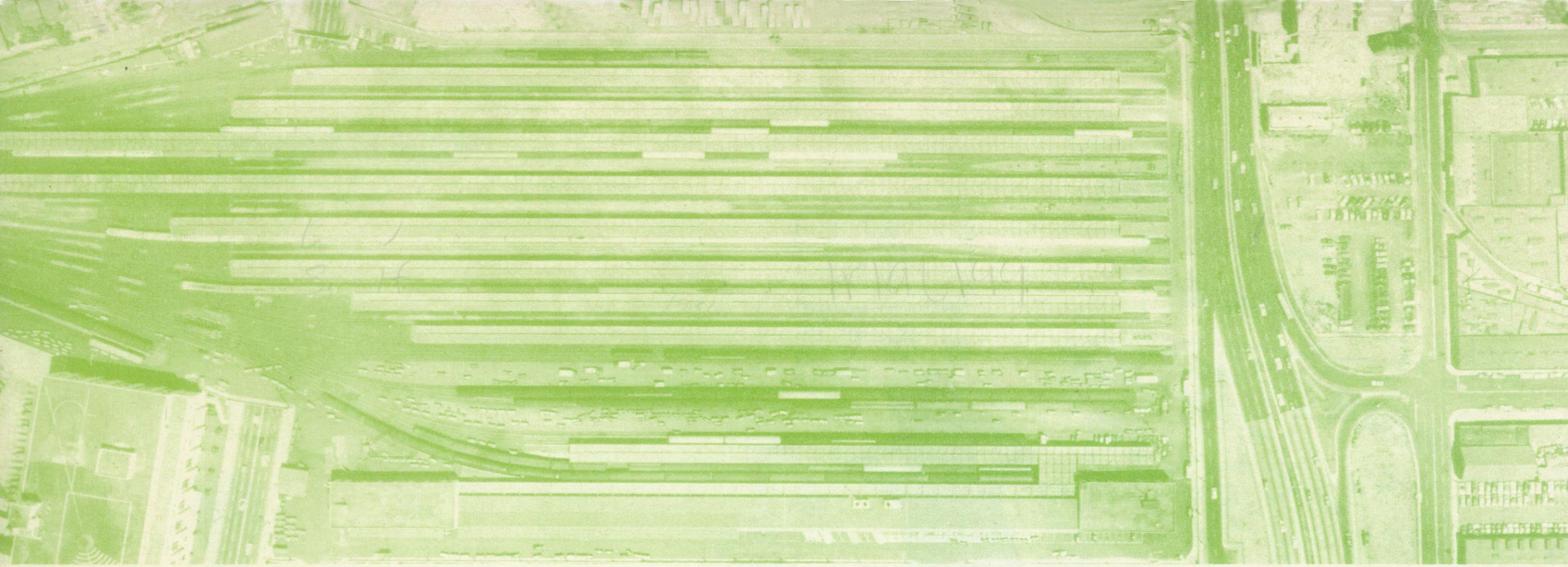
THE INSTITUTE OF INDUSTRIAL RELATIONS



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The Institute of Industrial Relations at the University of California, Los Angeles, serves all of Southern California—one of the largest and most rapidly growing industrial areas in the world. The services of the Institute are available to all persons and groups interested in industrial relations, whether they represent management, labor, government, or the general public.

The Institute was established by the California Legislature in 1945 in response to a proposal made by former Governor Earl Warren. The following statement illustrates the Governor's thinking:

I believe that this Institute is most important and fundamental to the life of our State. No relationship other than that of the family is more important in our complex civilization than the relationship of employer and employee. There is none which needs to be kept on an even keel more than this.

Through the years, we seem to have studied every phase of business and industrial life seriously except this matter of industrial relations. . . . I am convinced that we shall never have good industrial relations by choosing up sides and fighting things out to the bitter end.

Research and education play an important role in effective labor relations and personnel management. There is need for systematic analysis of collective bargaining issues; labor contract administration; human relations problems; and various personnel functions such as interviewing, testing, placement, training, counseling, industrial safety, and fringe benefit and wage and salary administration. There is also a growing demand for trained specialists in all of these fields.

The Institute of Industrial Relations is attempting to meet these needs through a variety of activities, many of which are discussed briefly in the pages to follow. It is hoped that this brochure will assist you in making more effective use of these services.



The Institute is recognized as one of the major centers of industrial relations research in the nation. The diversity of specialties represented on its staff makes possible a program extending over a wide range of subject matter areas, including:

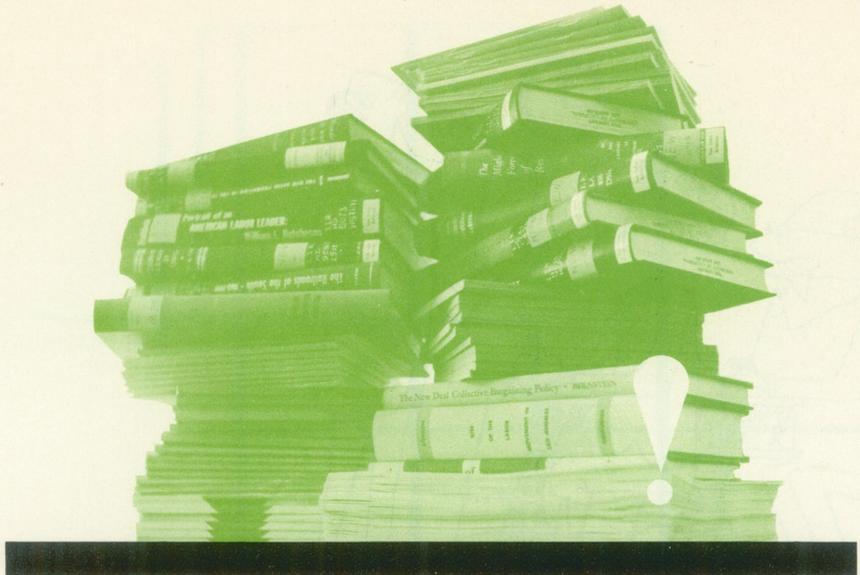
- Collective Bargaining (multi-employer and industry-wide bargaining; union security; studies of collective bargaining in the motion picture industry and the building trades)
- Human Relations (executive training; managerial decision-making; the role of supervision; job satisfaction, productivity, and morale)
- Labor Disputes and Their Settlement (national emergency strikes; mediation; arbitration; grievance procedures)
- Labor Economics (wages; employment; unemployment in postwar Italy; special studies of the maritime shipping and pulp and paper industries)
- Labor Law and Legislation (Taft-Hartley Act; regulation of internal union affairs; labor injunctions; restraints on featherbedding)
- Personnel Management (employing older workers and the seriously handicapped; efficiency ratings; testing)
- Trade Unionism (growth of American unions; rise of the labor movement in Los Angeles; union procedures for settling jurisdictional disputes)
- Social Security (health insurance; workmen's compensation)

Much of this research is financed out of the regular University budget. Some projects are supported by outside grants, now averaging approximately \$50,000 per year.

Research findings are presented in a framework of the public interest. The Institute does not and cannot accept any proposal for a research project whose primary purpose is to provide either unions or employers with material for use in adversary proceedings.

Staff members share their findings with management, labor, and the public through lectures and participation in conferences and seminars. However, publications serve as the major outlet for research.

PUBLICATIONS



The Institute's research findings are disseminated through three types of publications: books, reprints, and popular pamphlets. Staff members have completed six books and three more are now under way.

Reprints—Are copies of publications that have appeared either as articles in scholarly journals or as chapters in books. Through this device, research results are made available to a wide public. Approximately ten new reprints are printed and distributed each year. Single copies are available without cost to persons requesting them; additional copies may be obtained for 20¢ each. Approximately 15,000 copies of reprints are now distributed annually to interested persons all over the world.

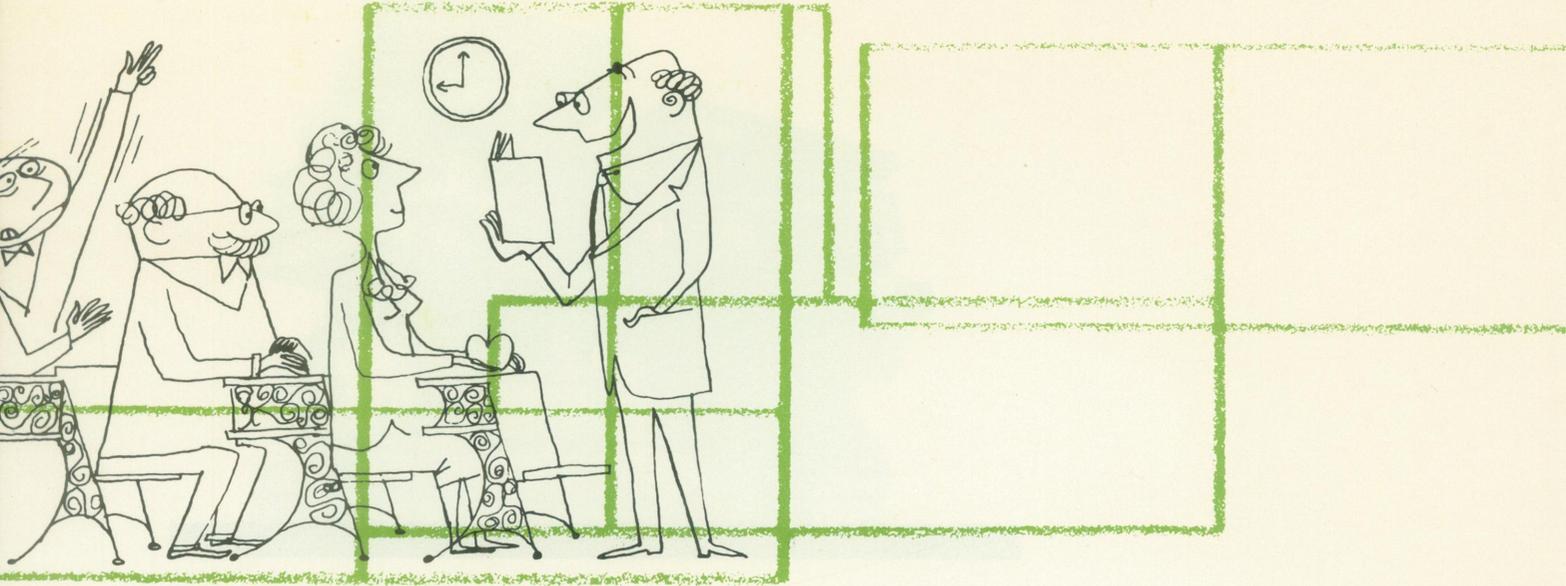
Popular Pamphlets—Are written simply and in nontechnical language. Each pamphlet is attractively bound and illustrated and deals with a single topic such as collective bargaining, grievances, wages, union security, and health insurance. Popular pamphlets are priced at 25¢, with special rates for bulk orders. Five to six thousand are sold annually.

Southern California presents many challenging problems for research in industrial relations. Among these are the heavy concentration of mass production industry, the rapid growth in the labor force, the large proportion of older workers and retired persons, the complex set of wage structures, the colorful labor history, and the large and growing labor movement. The Institute hopes to expand its work to encompass new areas of study.

Note: A complete list of publications or specific items may be obtained by writing to:

Institute of Industrial Relations
University of California
Los Angeles 24, California
Phone: BRadshaw 2-6161 or GRanite 3-0971,
Extension 463

CLASSROOM INSTRUCTION



The Institute has stimulated the development of academic courses fitted to the needs of persons already active in, and those planning to enter, the fields of labor relations and personnel management.

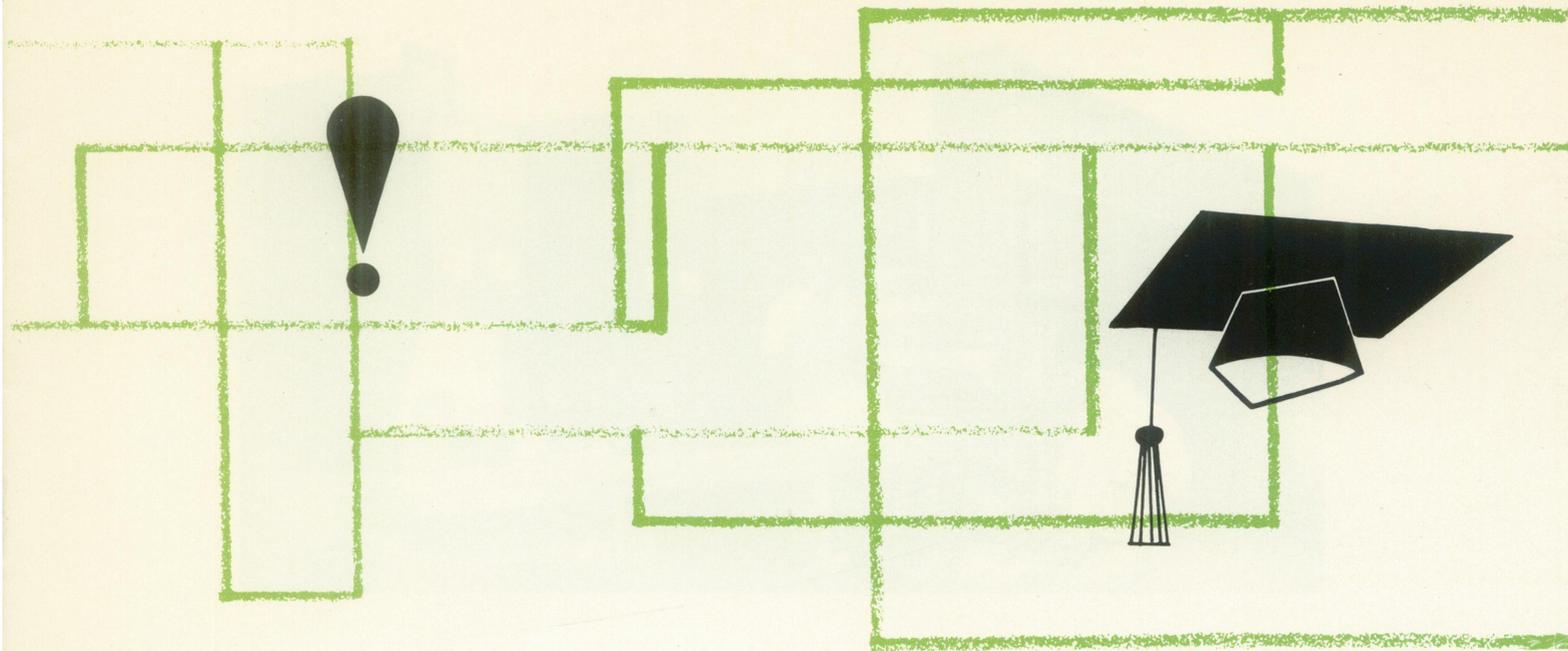
Campus Instruction—The Institute has avoided duplicating the facilities and services of other University departments. It does not offer courses on the campus or grant degrees, since these are the functions of the various schools and departments of instruction. However, several members of the Institute staff teach courses on campus under the auspices of one of the academic departments. Also, the Institute consults with these departments regarding courses offered in industrial relations.

Certificate Program in Industrial Relations—The Institute does offer a comprehensive program of evening courses through University Extension to meet the needs of adults who are employed during the day. The Certificate Program is a group of 35 courses selected from a wide variety of fields, including psychology, economics, business administration, law, history, engineering, and public health.

The courses are taught by instructors who are authorities in their specialties, usually with considerable experience in industrial relations work. Classes are open to all persons, regardless of previous formal education. Since the students represent a wide variety of backgrounds, the exchange of experiences and points of view is highly stimulating and informative.

A Certificate in Industrial Relations is awarded by the Institute to students who complete a planned program of at least eight courses. Persons enroll in the Program by filling out an application for candidacy and paying a fee of \$5.00. At the time of application, the candidate is counseled concerning courses appropriate to his needs.

The Certificate is increasingly becoming accepted as evidence that the recipient has mastered the fundamentals of labor relations and personnel man-



agement. Courses included in the Program now have an annual enrollment of over 3,000. Between 75 and 100 Certificates are awarded each year.

During a twelve-month period, over 100 sections of courses in the Program are offered in various Southern California locations. Substantial numbers of courses are given each year in Los Angeles, San Diego, Riverside, and Long Beach. Limited numbers are also offered in Ontario, Santa Ana, and the Ventura area.

Industrial Relations Alumni Association—The Institute feels a continuing obligation to the men and women who have devoted the large amount of time and effort necessary to complete the Certificate Program. The Program is not an end in itself, but only the beginning of a learning experience in a fast-moving field. To help graduates keep up to date on new developments, the Institute has assisted in organizing an Industrial Relations Alumni Association.

The Institute and the Alumni Association join in co-sponsoring a number of activities. Among these are periodic meetings, the publication of a monthly newsletter, the *I R NEWS*, for all students and graduates of the Certificate Program, graduation dinners at which Certificates are awarded, and seminars on the UCLA campus for persons connected with the Program.

Note: For further information concerning the Certificate Program and to receive a bulletin describing the Program in detail, call at any University Extension office or write or phone:

Principal Extension Representative
Institute of Industrial Relations
University of California
Los Angeles 24

Phone: BRadshaw 2-6161 or GRanite 3-0971,
Extension 425

THE INDUSTRIAL RELATIONS LIBRARY



The Institute has assisted in establishing a specialized library which contains the most comprehensive collection of industrial relations publications in Southern California. The library's facilities are frequently used by labor and management groups.

Resources—The library has over 12,000 bound volumes and 8,000 pamphlets; it also receives a total of 1,100 journals, newspapers, and other periodicals. Among the basic reference materials available are:

- Government documents relating to industrial relations
- Commerce Clearing House and Bureau of National Affairs services
- Trade union newspapers, journals, and constitutions
- Labor union convention proceedings
- Collective bargaining agreements
- Publications of National Industrial Conference Board and American Management Association
- Complete collection of basic journals in industrial relations
- Annual reports of leading U. S. corporations

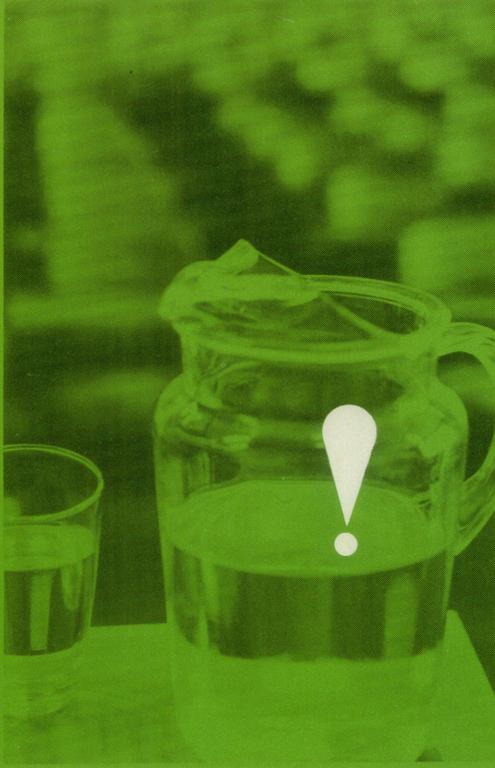
How to Use the Library—Anyone interested in industrial relations problems is welcome to use the library. A trained professional staff will be glad to assist researchers in finding the materials they need. During the fall and spring semesters, the library is open in Room 251 of the Business Administration and Economics Building from 8 a.m. to 10 p.m. Monday through Friday, from 9 a.m. to 5 p.m. on Saturday, and from 1 p.m. to 5 p.m. on Sunday.

How to Obtain Information—The librarians will attempt to answer specific informational questions, although they are unable to provide intensive research services.

Note: For information, write or phone:

Librarian, Industrial Relations Library
University of California, Los Angeles 24

Phone: BRadshaw 2-6161 or GRanite 3-0971, Extension 626



CONFERENCES,

SEMINARS,

AND LECTURES

Each year the Institute sponsors a variety of programs intended to keep participants abreast of the rapid developments in industrial relations. Many of these programs are held in cooperation with University Extension, the Institute's Northern Division at Berkeley, and academic departments of the University. Also, many functions are co-sponsored with community organizations representing labor, management, and other groups.

Public Programs

The Institute often arranges conferences and lectures for the general public. Conferences have been co-sponsored with the American Arbitration Association, the National Academy of Arbitrators, and the Conference of Junior Bar Members of the State Bar of California. They have emphasized such subjects as industrial disputes and the public interest; wages, prices, and the national welfare; pensions and health and welfare plans; and collective bargaining and arbitration.

The Institute also brings noted industrial relations leaders to Southern California to give public addresses. The list of such speakers includes many leading officials from labor, management, and government. In certain cases, the proceedings of conferences and the addresses of lecturers have been published.

The Institute plans a number of additional public conferences and lectures in the future. It also anticipates developing programs for various specialized groups, including government officials and social studies teachers in high schools and junior colleges.

LABOR PROGRAMS



Conferences and classes are developed for labor union representatives in response to requests from specific labor organizations. Several types of programs are offered:

Week-long Institutes—Arranged each year for several union organizations, these affairs have provided hundreds of participants with up-to-date information.

Classes and Week-end Institutes—Frequently organized for local unions, these, as well as the week-long institutes, may emphasize only one subject or may range over a variety of subjects such as collective bargaining, grievances and arbitration, labor economics, labor history, labor law, and automation.

Institutes for Union Specialists—The need for labor union specialists in a growing number of areas has led to the development of conferences on health and welfare plan administration, the editing of labor papers, motion and time study, pension plans, workers' education, etc.

Consultant Services—Provided to assist in locating resources and personnel which unions may require in order to solve special problems and organize educational programs for their members.

Since 1950, the Institute has participated in planning and administering the Inter-University Labor Education Committee Program. Others involved are national education directors of AFL-CIO unions and representatives of seven other universities: Cornell, Chicago, Illinois, Rutgers, Roosevelt, Wisconsin, and Pennsylvania State. This program, financed by a grant from the Fund for Adult Education, has strongly influenced the development of labor education throughout the nation.

The Institute is able to develop programs for additional union groups.

Note: Unions desiring educational programs should write or telephone:

Assistant Director for Labor Programs
Institute of Industrial Relations
University of California
Los Angeles 24, California

Phone: BRadshaw 2-6161 or GRanite 3-0971,
Extension 422 or 425

MANAGEMENT PROGRAMS



Conferences and seminars are offered regularly for business administrators and executives. While most of these programs are open to all of management, some are specifically organized for members of the professional associations co-sponsoring them, and a few are arranged for employees of private firms as in-plant management development programs.

Annual Summer Management Conference—This four-day resident institute held at Yosemite National Park in September is normally attended by 80 to 100 executives. The program features speakers and workshops dealing with collective bargaining, personnel management, business administration, and economics.

Management Seminars—Seminars on Human Factors in Management, Sensitivity Training for Managers, Managing Human Resources, and Collective Bargaining are offered throughout the year in various locations in Southern California. Registration is limited to 35 participants or less in order to encourage a maximum amount of discussion. Seminars normally meet once a week for ten weeks. The training methods used in most of these seminars are based on pioneering studies of the Human Relations Research Group of the Institute. This combination of human relations research and training has gained national attention.

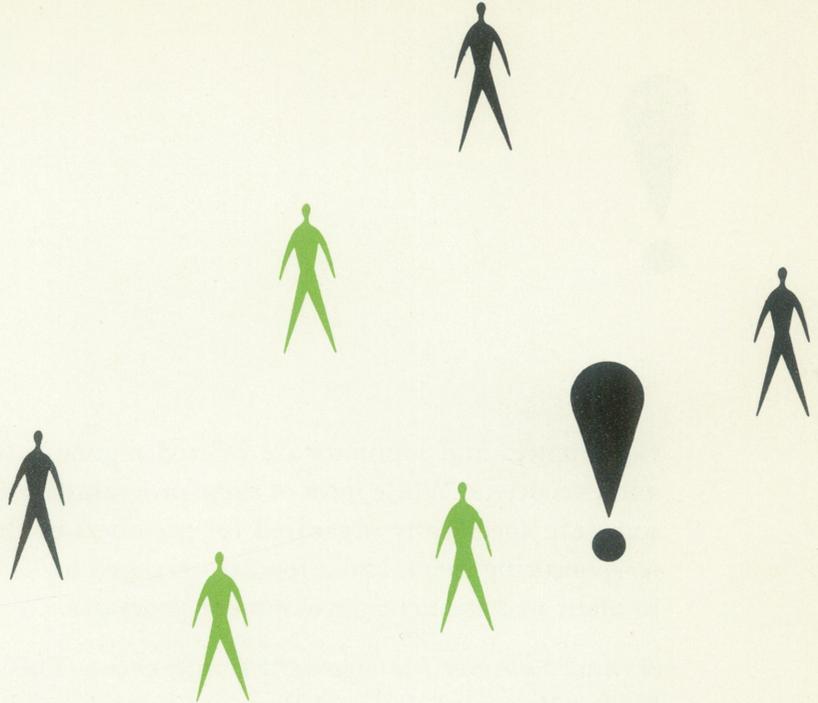
Specialized Conferences—Of one or two days' duration, these may be developed either to consider the problems of a single industry or to provide executives with up-to-date information on a specific topic.

The Institute invites additional companies and their executives to use its services.

Note: Additional information concerning programs for management may be obtained from:

Assistant Director for Management Programs
Institute of Industrial Relations
University of California
Los Angeles 24, California
Phone: BRadshaw 2-6161 or GRanite 3-0971,
Extension 422 or 425

THE INSTITUTE'S STAFF



The ability of an organization like the Institute to be of service to the community is based almost entirely on the quality of its staff. The nature of the Institute's work demands a unique collection of talents: a scholarly and objective point of view, an understanding of the practical needs of adult groups, and an ability to transmit ideas to others with clarity and conviction.

Composition of the Staff—Of the approximately forty men and women who work at the Institute, one-third handles the office work: secretarial duties, library services, and distribution of publications. The remainder makes up the professional staff, with specialists in adult education, business administration, economics, history, law, political science, psychology, and sociology. This professional group does research and organizes, administers, and teaches classes, conferences, and seminars.

Some of the professional staff are full-time employees of the Institute. Others have joint appointments with academic departments or University Extension, and ten are university graduate students who serve the Institute as research assistants on a half-time basis.

Background of the Staff—The Institute has recruited its staff from a number of occupational backgrounds. Several members came from the teaching profession, others from government or private industry. Previous positions held by staff members include: Executive Director of the War Labor Board, Director of the U. S. Conciliation Service, Supervisor of Training for Ryan Aeronautical Company, and Employment Manager of Beckman Instruments Company.

Participation in Community Activities—Members of the staff are frequently invited to assist governmental agencies. During the Korean emergency two staff members took leaves of absence, one to serve as Vice-Chairman of the national Wage Stabilization Board, and the other as Regional Chairman of the Board. Several persons have been appointed by the State Industrial Welfare Commission as chairmen of wage boards, and by the State Personnel Board as members of qualification appraisal boards. Others have been appointed to the Advisory Committee of the Governor's Conference on Employment, the Committee on Employment Practices of the State Department of Employment, the Committee on Aging of the County Board of Supervisors, and the Advisory Committee on Rehabilitation of Industrially Injured of the State Department of Education.

Staff members have been active in the arbitration of industrial disputes, having been placed on panels by the Federal Mediation and Conciliation Service, the State Conciliation Service, and the American Arbitration Association. One man has served as President and another as a member of the Board of Governors of the National Academy of Arbitrators.

Institute personnel have also assisted the Educational Advisory Committee of the National Association of Manufacturers; various committees of the Welfare Council of Metropolitan Los Angeles, Town Hall, the Los Angeles Jewish Community Council, and the Personnel and Industrial Relations Association; and the executive boards of the Inter-University Labor Education Committee, the Western Training Laboratory in Group Development, the Urban League, and the Los Angeles County Conference on Community Relations. Finally, members of the staff are active in a number of professional associations and have held such positions as member of the board of editors of the *American Economic Review* and editor of an annual volume of the Industrial Relations Research Association.

THE COMMUNITY ADVISORY COMMITTEE

Any agency with the responsibility of serving labor, management, and governmental groups must develop close relations with community leaders to assure that its programs are meeting actual needs. Institute staff members are in constant informal contact with industrial relations practitioners in an effort to obtain advice on proposed activities. In addition, an official Community Advisory Committee is appointed by the President of the University to interpret the work of the Institute within the community and to advise the Institute concerning its community relations activities.

The Community Advisory Committee is composed of an equal number of outstanding labor, management, and public leaders in the Los Angeles metropolitan area. It meets as a whole at the call of the President. Subcommittees of the advisory group also meet with individual staff members for discussion of particular Institute problems and functions.

Following is a list of the men who have served for at least one term as members of the Community Advisory Committee since its formation (the titles listed are those held at the time of service on the Committee):

- | | |
|--|--|
| Robert G. Sproul, <i>Chairman</i>
President
University of California | Justin Dart
President
Rexall Drug, Inc. |
| Cass Alvin
Director of Publicity and Education
United Steelworkers of America | Irwin L. DeShetler
Regional Director, CIO |
| John M. Annand
Secretary
Teamsters Joint Council | John A. Despol
Secretary-Treasurer
CIO-California Industrial Union Council |
| Wilbur J. Bassett
Secretary
Los Angeles Central Labor Council | Bonar Dyer
Director of Industrial Relations
Walt Disney Productions |
| Paul W. Bell
Director of Personnel
<i>Times-Mirror</i> Company | Aubrey L. Edwards
Plant Manager
Ford Motor Company |
| Manchester Boddy
Publisher and Editor
<i>The Daily News</i> | David P. Evans
Director of Industrial Relations
Consolidated Western Steel Corporation |
| Charles Boren
Vice-President—Industrial Relations
Motion Picture Producers Association of
America | Frederick Fisher
Director of Industrial Relations
Douglas Aircraft Company, Inc. |
| Fletcher Bowron
Mayor
City of Los Angeles | Robert W. Gilbert
Attorney |
| Roy M. Brown
General Vice-President
International Association of Machinists | Sanford Goldner
Research Director
California CIO Council |
| Daniel P. Bryant
Vice-President and General Manager
Bekins Van and Storage Company | Eugene Hoffman
Medical Adviser
Blue Cross Hospital Service of
Southern California |
| Howard Campion
Associate Superintendent
Division of Extension & Higher Education
Los Angeles City Schools | William M. Jeffers
Vice-Chairman of the Board
Union Pacific Railroad |
| Arthur G. Coons
President
Occidental College | Henry J. Kaiser, Jr.
Executive Vice-President
Henry J. Kaiser Company |
| John L. Cooper
President
Joint Board of Culinary Workers | R. G. Kenyon
Vice-President
Southern California Edison Company |
| | Harley E. Knox
Mayor
City of San Diego |

Charles Luckman
Architect
Pereira and Luckman
Albert Lunceford
Secretary-Treasurer
Greater Los Angeles CIO Council
R. F. MacNally
Vice-President and General Manager
Metropolitan Coach Lines
Lloyd Mashburn
Secretary
Los Angeles Building Trades Council
H. C. McClellan
President
Merchants and Manufacturers Association
Ashby C. McGraw
Grand Lodge Representative
International Association of Machinists
William B. Miller
Executive Secretary
Town Hall
Homer I. Mitchell
Attorney
Stanley Mosk
Judge
Superior Court of Los Angeles County
J. Stuart Neary
Attorney
Gibson, Dunn & Crutcher
Donald Nelson
President
Society of Independent Motion Picture
Producers
Otto Never
General President
State Building and Construction Trades
Council of California
Cyrus O'Halloran
Regional Director
United Automobile Workers
Fred B. Ortman
President
Gladding, McBean & Company
C. W. Pfeiffer
Executive Secretary
Welfare Planning Council,
Los Angeles Region
Norris Poulson
Mayor
City of Los Angeles
Frank R. Powell
Personnel Manager
Aluminum Company of America
George B. Roberts
National Field Representative
CIO Political Action Committee

John F. Rood
Area Manager
Southern Area, Department of
Employment
H. E. Ryker
Vice-President—Manufacturing
Lockheed Aircraft Corporation
O. T. Satre
Executive Secretary
District Council of Painters, No. 36
Doré Schary
Vice-President—Production
Metro-Goldwyn-Mayer Studios
Paul H. Schrade
Assistant Director
Western Region 6, UAW
Don H. Sheets
General Chairman, General Grievance
Committee
Brotherhood of Railroad Trainmen
Harold Silbert
President
Los Angeles Suit and Coat
Manufacturers Association
Edward M. Skagen
Grand Lodge Representative
International Association of Machinists
Charles J. Smith
Regional Director
United Steelworkers of America
Joseph Spitzer
Secretary-Treasurer
Meat Council of Southern California
E. D. Starkweather
Director of Industrial Relations
North American Aviation, Inc.
Clarence H. Stinson
President
Greater Los Angeles CIO Council
Henry K. Swenerton
Vice-President—Industrial Relations
Gladding, McBean & Company
Reese Taylor
President
Union Oil Company
Oscar A. Trippet
Attorney
Trippet, Newcomer, Yoakum & Thomas
Henry M. Willis
Judge
Superior Court of Los Angeles County
Leon R. Yankwich
Chief United States District Judge
Southern District of California
Morris Zussman
President
California CIO Council

The Institute wishes to take this opportunity to thank the many community leaders whose cooperation has played such a vital role in the development of its programs.

This brochure will have served its purpose if it points the way for more individuals and groups to join the list of those who have taken advantage of the services offered by the Institute.