

National association of manufacturers.

CONTINUING ACTIVITIES OF THE EMPLOYEE RELATIONS DIVISION

OUR AIM

- In contacts WITH management, to demonstrate that better cooperation and productivity in the plant - and continued public acceptance of free management - are dependent on sound and forward-looking employee relations policies and practices AND that increased federal intervention will be the result of management's failure to act on its own volition.
- In contacts OUTSIDE of management, to preserve the free enterprise philosophy and spread understanding of industry's progress and problems in dealing with employees.

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OUR FUNCTIONS

Employee relations functions and activities encompass a wide variety of relationships with important individuals and organizations across the country. The breadth and depth of our resources has grown with the intensified demands made upon us and the enlarged scope of aid and assistance which both members and others are seeking from us. The following highlights afford a more specific idea of the comprehensive nature of the program:

I. LEADERSHIP WITH MANUFACTURERS We have always considered our major function to be that of improving the day-to-day living of company and employee and by exercising a leadership function we can more usefully fulfill a need to both our members and the public than by offering specific "services". We believe such leadership includes:

1. Alerting manufacturers to major issues developing on the national front
2. Interpretation of significant trends in employee relations
3. Analysis of individual problems in the light of experience and the rich fund of information available
4. Sampling company practices to answer frequently asked questions on human relations, wage and salary problems, communications, collective bargaining, etc.

5. Particular attention to the smaller company situation
6. Continuous awareness of the special needs of the non-organized company
7. Development of informational material for members.

Appropriate media are relied upon to reach our members in the most effective way in each case. It may be a periodic letter to members as in the case of NAM's action in the steel seizure or in industry-wide bargaining developments; or it may be through NAM Institutes which have proved to be ideally suited to the story we have to tell - whether on a national, regional or community basis. Informal conferences and clinics have also demonstrated their effectiveness as a method of giving employers a chance to exchange experience and viewpoints. They also afford the sponsoring organization an opportunity for service as well as for promotion of its own goals.

The message we seek to promote has many facets but is fundamentally designed to develop on the part of top management - the kind of policies and practices which recognize:

1. The dignity and worth of the individual.
2. That employees' judgment will be only as good as their information.
3. The importance of good wages and salaries, with incentives to encourage superior performance.
4. That steady work and steady pay are highly desirable objectives.

II. LEADERSHIP WITH OTHER EMPLOYERS In an interdependent society the public does not distinguish between industrial management and employers in general. Occasions often arise when it is important for our story to reach employers in every segment of our economy and frequent contacts are advisable with insurance companies, retail associations, railroads, banks, etc. (For example, telegrams to heads of Western railroads, commending them for their stand against union shop decision of Railroad Emergency Board). For this same reason we maintain the closest relationships with the United States Chamber of Commerce - and with the Committee for Economic Development as the occasion arises.

III. COOPERATION WITH NIC Continuous contact is maintained with state, trade and local employers' associations, and assistance rendered them ranges from developing a safety program for local or trade groups to supplying speakers for special events. We are constantly furnishing information on a wide latitude of subjects to NIC affiliates.

IV. SIGNIFICANT CONTACTS WITH PROFESSIONAL MANAGEMENT ORGANIZATIONS We maintain close and cordial relationships with the outstanding management organizations - National Industrial Conference Board, American Management Association, American Society of Personnel Administration, etc. - attending their meetings as time and staff permit, availing ourselves of frequent personal contacts. Without constantly adding to our "know-how" through the many tributary rivers of information available, we would soon fail to provide the well-integrated function which we hold to be so vital.

- V. CLOSE RELATIONSHIPS WITH BUSINESS PRESS In connection with the coverage of employee relations by the business press, we frequently have the opportunity to clarify the significance and implications of current developments. In some instances, it has been possible to have key issues discussed, looking toward greater understanding of the management viewpoint in controversial issues. This is clearly limited to technical and professional information and doesn't relate to public relations coverage, as such.
- VI. CONTACTS WITH OTHER NATIONAL ORGANIZATIONS In carrying forward our specialized activities we have consistently cultivated close and cordial relationships with the outstanding non-governmental organizations. The two-way flow of information which results is mutually beneficial and enables us not only to keep abreast of their thinking but to provide them with information regarding industry's views. For example, we are in almost constant touch with such key groups as the following:

Health and Safety

American Medical Association (including AMA's Industrial Council)
 American College of Surgeons
 Industrial Medical Association
 Nutrition Foundation
 American Association of Industrial Nurses
 American Nursing Association
 American Society of Safety Engineers
 National Safety Council
 National Fund for Medical Education
 Commission on Financing of Hospital Care
 Health Information Foundation
 Health Insurance Plan (N.Y.)

Handicapped

American Federation of Physically Handicapped (national organization of people who are handicapped)
 The National Rehabilitation Association
 The Institute for the Crippled and Disabled
 National Society for the Prevention of Blindness

Older Workers

National Conference on Aging
 Senator Desmond's Joint Legislative Committee of New York State
 University of Michigan's Institute on "Living in the Later Years"

Non-Discrimination

The National Urban League
 National Conference of Christians and Jews

Management Unity

The Foremanship Foundation (which follows national and state legislation, threatening the position of the foreman as a member of management; conducts opinion surveys to ascertain foremen thinking)
 The National Council of Industrial Management Clubs (Y.M.C.A.)
 The National Association of Foremen
 National Foremen's Institute

General

It would be impossible to enumerate here the great number of groups which constantly approach us for assistance and information, but they include such diverse organizations as:

National Planning Association
 Brookings Institution
 Western Pennsylvania Industrial Conference
 Niagara Frontier Industrial Editors Association

The nature of this cooperation is difficult to detail. It might be the arrangement of an exhibit; the naming of an individual to participate in a panel; supplying material for their publications; speaking at a conference.

- VII. ASSISTANCE TO
UNIVERSITIES
AND STUDENTS The growing concern of the public with labor-management relations and the increasing participation of the academic world in employer-employee relations affairs has drawn us deeper and deeper into the education field.

We are called upon daily to assist universities with special conferences, work shops and seminars, either by securing speakers (and sometimes preparing text or outlines of the speech) or by supplying material for special round-table or other programs.

Scores of requests from both teachers and students on all phases of industrial relations are handled on a daily basis.

The subjects selected for National Debate frequently concern us directly and on several occasions we have prepared appropriate manuals for widespread distribution among students, and for the subsequent use of management. Some of the recent subjects we have dealt with are Compulsory Arbitration, Should Labor Have a Direct Share in the Management of Industry, etc.

Two or three dozen universities which are active in the Industrial Relations field are most cooperative in keeping us abreast of their current research. We attempt to extend a reciprocal courtesy, so that we may be at all times aware of the increasingly important contribution which the universities are making in this field. Their demand for material on employee relations has resulted in the maintenance of a limited mailing list of key people in universities and colleges concerned with this field.

In addition, NAM's Education Division frequently calls on us for specialized assistance.

- VIII. RELATIONS
WITH GOVERNMENT Inasmuch as many government agencies engage in different phases of employee relations and labor-management activities, there is a constant need to maintain close relations with these agencies -- not only for the purpose of keeping informed, but also to convey the management viewpoint and clarify the impact of the policies and practices of these agencies on industry's performance. For example, the Employee Relations Division is engaged in:

1. Recommendation of industry representatives for service on government committees, including frequent occasions when it falls to us, not only to nominate the industrialist, but to persuade him to accept the appointment, and to render him subsequent assistance.

2. Preparation of reports and memoranda on issues before Congress -- as requested by the Government Relations Division.
3. Extensive cooperation with industry members of various government boards -- providing them with information on the views and experience of industry, the impact of intended government action, etc.
4. Keeping informed on legislative developments affecting industry's policies and practices in the field of employee relations.
5. Some of the specific agencies and groups with which fairly constant relations are maintained, include:
 - a. Department of Labor
 - Bureau of Labor Statistics
 - Division of Labor Standards
 - President's Conference on Industrial Safety
 - President's Committee on Employment of the Physically Handicapped
 - Bureau of Employment Security
 - United States Employment Service
 - Bureau of Apprenticeship
 - Women's Bureau
 - Office of International Labor Affairs
 - b. National Labor-Management Manpower Policy Committee
 - c. Federal Civil Defense Administration -- plant facilities and
community protection
 - d. National Civil Service League
 - e. Army, Navy and Air Force (certain branches)
 - f. Federal Mediation and Conciliation Service

This cooperation takes many forms. It means providing NAM representatives -- principals and/or staff -- to represent industry on committees or subcommittees, and to serve as spokesmen in discussion of employee relations problems at meetings and conferences. It may also extend to getting broader representation from other employer associations.

The Employee Relations Division also reviews proposed policies as a service to management members; supplies a wide range of information directly to agencies on request and is active in warding off unsound activities which might adversely affect industry's ability to function efficiently.

IX. INTERNATIONAL ACTIVITIES

These might be divided into two categories:

1. International Labor Organization

The NAM participates in the ILO, jointly with the U. S. Chamber of Commerce, because we hope that American cooperation and leadership will help improve the living standards of people everywhere, as they learn of the benefits of competition and a free economy. This participation involves many activities on the part of the Employee Relations Division, among them:

- a. Selection of U. S. employer delegates and their preparation for attendance at ILO conferences.
- b. Study of the issues that come before ILO bodies for consideration looking toward the advancement of free association and voluntary

action in contrast to the unsound philosophy of government control and regulation.

c. Extensive work with the nine ILO Industry Committees:

Chemical Committee
Metal Trades Committee
Textiles Committee
Building, Civil Engineering and Public Works Committee
Coal Mines Committee
Inland Transport Committee
Iron and Steel Committee
Plantations Committee

- d. Continuing activities -- through employer-initiated meetings and conferences so as to assure that ILO functions in a sound and constructive fashion, consistent with a free economy.
- e. Formulation of ideas and suggested avenues of action to combat unsound proposals and activities.

2. Other International Activities

- a. Countless productivity teams -- stemming from the nation's international activities through the Mutual Security Agency and Point Four program -- have visited NAM headquarters to learn how the American approach to human relations has contributed to rising productivity. These teams have been comprised of employers, union representatives and government officials and have come from Holland, Germany, France, the United Kingdom and Scandinavian countries.

We have been deeply impressed with the value of these meetings as demonstrated by the generally high level of individuals on the team, and their hunger for information about employee relations. These contacts have provided us with a unique opportunity to demonstrate the benefits that flow from free enterprise and competition, giving America not only a high standard of living, but the opportunity to enjoy a way of life consonant with individual worth and dignity and spiritual and cultural values.

- b. Cooperation in international conferences by supplying information and materials for the use of participants.
- c. Visits by individual industrialists from around the world, many of whom come singly or in groups -- seeking to learn American methods of dealing with employees.
- d. A lively correspondence with employers in all parts of the globe seeking facts about the way we do things in America, employee relations-wise.

- X. PUBLICATIONS Not only has the Division prepared an extensive array of tools for management, designed to assist in the improvement of employee relations, but it has been called upon to write speeches for NAM principals, leading members and others wishing to develop leadership statements.

Articles have been prepared on request for use in such magazines as Cornell University's Industrial and Labor Relations Review; Partners (published by the Labor-Management Foundation); Modern Sanitation; etc.

Permission to reprint our studies is frequently requested. For example, sections of "Preparing to Negotiate", and "Employee Communications in Industry" have been incorporated in recent textbooks. "Human Relations and Efficient Production" has been translated into French, Japanese and other languages.

A Special Information Program is carried forward -- through correspondence and distribution of new Employee Relations Division releases -- with 1000 key leaders in the field, including:

- 400 Directors of Industrial Relations, Personnel Managers and Labor Relations Executives in Manufacturing Industry
- 250 Presidents of colleges and universities, Deans of Business Administration and Professors teaching personnel, labor and social studies
- 350 Libraries in cities with more than 50,000 population.

XI. AID TO OTHER
NAM DIVISIONS

The Division has a responsibility toward other departments and divisions, in advising them with respect to particular problems, in checking facts and supplying information.

Much of the Division's work contributes to the Public Relations Activities of the Association, forming the basis for news releases, Industry's View, speeches and articles.

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Typical Requests Received by Phone or Letter in a Single Day

1. Station WFUV -- Fordham University -- requests spokesman to be interviewed in "Industry's Employment of the Physically Handicapped and Older Worker".
2. Ohio University seeks information for workshop on economic education.
3. Regional office asks us to analyze a proposed survey of members' communications practices.
4. A small company requests help in setting up a health and safety program.
5. The Employers' Association of North Jersey asks about trends in executive compensation.
6. Federated Women's Clubs of Michigan and Ohio want outlines for workshop sessions on "Industry's Recognition of the Dignity of the Worker".
7. A clergyman in Wilmington wants information on how Taft-Hartley has aided bargaining.
8. Imperial Oil Limited of Canada asks for statements of company philosophy on employee relations.
9. An executive with S. H. Kress and Co., and a member of the executive committee of the Committee for Constitutional Government, explores with us at length the Association's current philosophy on collective bargaining.
10. A medium-sized company inquires about problems of foremen compensation.

11. The head of the High School Principals Association of New York City inquires about the interest and facilities of industry in training employees.
12. The President of Manning, Maxwell and Moore, asks to come in for a discussion of the impact of Taft's amendments to the IMRA.
13. A company facing imminent unionization seeks some guidance.
14. A professor at Carroll College wants some documentation regarding racketeering within labor unions.
15. An unorganized company asks about setting up a procedure to settle employee complaints.