

INSTITUTE OF
INDUSTRIAL RELATIONS

Annual Report

1947

UNIVERSITY OF CALIFORNIA
(BERKELEY · LOS ANGELES)
CALIFORNIA

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 look forward to the day when we shall not only teach it as a subject in our University, but also when we shall have in all the high schools of the State a forum where people may study this important relationship. . . .

I am convinced that we shall never have good industrial relations by choosing up sides and fighting things out to the bitter end. We cannot permanently improve our industrial relations just by the strained discussions that we have across the bargaining table. Our relations must be bettered by forums of this kind, where in good spirit we can exchange ideas, philosophies, and aims.¹

—EARL WARREN,
Governor of California

NOT UNNATURALLY we Americans are well aware of industrial disputes. The results of such strife are felt quite as much in the general heart and mind as in the lives and pocketbooks of the contending parties. So, it must follow that all of us should be interested in the basic causes, and should desire to be “right” in our attitude towards labor and management both. But what is “right”? Are we extremely and unthinkingly partial one way or the other? Do we see the entire picture clearly and draw our conclusion solely from the facts? Only through a genuine “rightness” of attitude—none too easy to attain—can coöperative thinking function—free and unbiased—to achieve the welfare of all.¹

—ROBERT GORDON SPROUL,
President of the University

¹ Introductory remarks delivered at the Industrial Relations Conference sponsored by the Institute of Industrial Relations and University Extension on the Berkeley and Los Angeles campuses of the University of California, March 19–21, 1947.

INSTITUTE OF
INDUSTRIAL RELATIONS

Annual Report

1947

UNIVERSITY OF CALIFORNIA
BERKELEY • LOS ANGELES
CALIFORNIA

COMMUNITY ADVISORY COMMITTEES

ROBERT G. SPROUL, President, University of California (*Chairman*)

Northern Division:

ROBERT ASH, Secretary, Central Labor Council of Alameda County

GEORGE O. BAHRs, General Counsel, San Francisco Employers' Council

JEFFERY COHELAN, Secretary-Treasurer, Milk Wagon Drivers, Local 302, International Brotherhood of Teamsters

Most Reverend HUGH A. DONOHUE, Auxiliary Bishop of San Francisco
LINCOLN FAIRLEY, Research Director, International Longshoremen's and Warehousemen's Union

ADRIEN FALK, Vice-President, S & W Fine Foods, Inc.

FRANK FOISIE, President, Waterfront Employers' Association of the Pacific Coast

PAUL HEYNEMAN, Counselor to Industry on Personnel and Labor Relations

KEN HUNTER, Publicity Representative, United Steelworkers of America

SAM KAGEL, Arbitrator, San Francisco Garment Industry

Dr. VERE LOPER, Minister, First Congregational Church of Berkeley

JACK D. MALTESTER, Secretary-Treasurer, Printing Specialties and Paper Converters' Union, Local 362, International Printing Pressmen and Assistants Union of North America

M. S. MASON, General Chairman, Brotherhood of Railroad Signalmen of America

ASHBY C. MCGRAW, Regional Grand Lodge Representative, International Association of Machinists

ARTHUR C. MILLER, Regional Attorney, Social Security Administration

PAUL PINSKY, Research Director, California CIO Council

PAUL SCHARRENBERG, Director, California State Department of Industrial Relations (*ex officio*)

Judge M. C. SLOSS, Attorney (former State Supreme Court Justice)

R. C. THUMANN, Secretary-Manager, United Employers, Inc. (Oakland)

FORD TUSSING, Vice-President, The Paraffine Companies, Inc.

Dr. LYNN WHITE, SR., Professor, San Francisco Theological Seminary

RAY B. WISER, President, California Farm Bureau Federation

J. D. ZELLERBACH, President, Crown Zellerbach Corporation

Southern Division:

CHARLES BOREN, Vice-President in Charge of Industrial Relations,
Motion Picture Association of America

FLETCHER BOWRON, Mayor of Los Angeles

ROY M. BROWN, Vice-President, International Association of Machinists

ARTHUR G. COONS, President, Occidental College

FREDERICK FISHER, Director of Industrial Relations, Douglas Aircraft Company, Inc.

ROBERT GILBERT, General Counsel, Los Angeles Central Labor Council

SANFORD GOLDNER, Research Director, Southern Division, California CIO Council

WILLIAM M. JEFFERS, Vice-Chairman of the Board, Union Pacific Railroad

HARLEY E. KNOX, Mayor of San Diego

LLOYD MASHBURN, Secretary, Los Angeles Building Trades Council

WILLIAM MILLER, Secretary, Town Hall

STANLEY MOSK, Judge, Superior Court of Los Angeles

J. STUART NEARY, Partner, Gibson, Dunn and Crutcher

DONALD NELSON, President, Society of Independent Motion Picture Producers

FRED B. ORTMAN, President, Gladding, McBean & Company

GEORGE B. ROBERTS, National CIO-PAC Coördinator for California

JOSEPH SPITZER, Secretary-Treasurer, Meat Council of Southern California

REESE TAYLOR, President, Union Oil Company

HENRY M. WILLIS, Judge, Superior Court of Los Angeles

MORRIS ZUSMAN, President, California CIO Council

Annual Report • 1947

IN THE WORLD COMMUNITY one central problem lies in relations among the sovereign powers; and in the internal life of a democratic nation, in relations among organized private groups. Within the United States, the most crucial of these group relations in recent years have been those between management and labor. The number of organized workers has risen from 3,000,000 in 1932 to more than 15,000,000 in 1947. Jointly determined wages and working conditions are embodied in some 50,000 collective bargaining contracts. The legal framework for industrial relations has been rebuilt twice in the past fifteen years, but full agreement as to the proper nature of legislative and administrative regulation is still to be attained. At the same time, a large body of private law has been evolved through the negotiation, interpretation, and arbitration of collective agreements.

Intense public concern with industrial relations is fully justified by the significance of the problem. Concern has been centered on labor-management disputes, which exhibit most dramatically the difficulties encountered in establishing satisfactory and constructive relationships. But the public interest in a larger sense does not stop with the preservation of order in industrial life. Less spectacular, but fully as important, is the need for full and effective use of economic resources, a need which is increasingly dependent on the wise decisions of human agencies. Collective bargaining decisions should conduce to a high rate of economic progress through improvement of technology, efficiency, and organization. Finally, it is essential that trade unions and employer associations should serve to enhance rather than diminish the indispensable rights of individuals, both in their internal operation and in their dealings with one another.

Here on the Pacific Coast, the problem of industrial relations is particularly deserving of attention. Trade-union activity in this region is almost a century old, with a long tradition of aggressive action. Employers have also organized in strong and energetic associations; today multi-employer bargaining is relatively more frequent in Pacific Coast industries than in other parts of the country. More than 2,000,000 workers are covered by written collective agreements, a substantially larger proportion of all wage and salary earners than in other parts of the nation. Among the complex of issues involved in the industrial, commercial, and agricultural development of the Pacific Coast—freight rates,

water supply, land policy, and so on—the pattern of labor-management relations must surely be given a prominent place.

From these facts the proper functions of an Institute of Industrial Relations in California are clear. The general purposes of the Institute are to equip persons desiring to enter the field of industrial relations with the highest standard of qualifications; to investigate the facts and issues of industrial relations through an integrated program of basic research; and to facilitate a better understanding between management and labor throughout the state.

GENERAL OUTLINE OF PROGRAM

The calendar year 1947 has been the first complete year of active operation by the Institute of Industrial Relations.

Upon the recommendation of Governor Warren and a group of Senators and Assemblymen, the Institute was established at the University of California by the State Legislature in 1945 (AB 391). While the Institute was established with a Northern and a Southern Division, each in charge of a resident Director, the coördination of the two programs has been such that it may be considered one state-wide program. This has been desirable to assure the most efficient expenditure of funds and the development of research projects and community relations programs which supplement each other instead of leading to a duplication of efforts. A Coördinating Committee from the two campuses was appointed by the President to consider the basic orientation which should be followed by the Institute and the broad outlines of its program. The report of this Coördinating Committee was accepted by the Board of Regents in December, 1945, at which time directors and faculty advisers for the two divisions were appointed and a permanent Coördinating Committee established. The two Divisions moved into their office space on the respective campuses in the late spring and early summer of 1946. Staff was then engaged, the collection of research materials begun, and an active research and community relations program initiated in the fall of 1946.

The legislative enactment establishing the Institute of Industrial Relations stated that funds appropriated should be expended "for the establishment and maintenance of an Institute of Industrial Relations and the maintenance of courses in Industrial Relations, and extension activities and research in connection therewith, utilizing the full resources of the University of California and especially its faculties and facilities on the Berkeley and Los Angeles campuses of said University." Accordingly, the Institute has pursued three major lines of activity:

1. **Community Relations.** In this phase of its program the Institute has worked in coöperation with University Extension which has many years of fruitful experience in the field of adult education. Since regular extension courses are not the only means of meeting the specialized needs of management, labor, and community education in industrial relations, a series of conferences, week-end institutes and short courses has been devised to supplement these regular courses.

2. **Campus Instruction.** It did not seem advisable to duplicate the excellent facilities of the University's teaching departments. A separate "School of Industrial Relations" would not only have duplicated existing facilities but might have had the unfortunate result of isolating the industrial relations work of the University from other closely related fields of inquiry. Industrial relations cannot be separated from the larger economic, political, psychological, and sociological issues which give rise to problems of unions, management, workers, and government. The field is uniquely suited to interdisciplinary coöperation. Therefore, rather than establish separate courses of instruction, the Institute has chosen to assist in the coördinating of the teaching work in industrial relations offered by the various departments and professional schools and to encourage the expansion of existing courses or the offering of new courses.

3. **Research.** Investigation of facts and issues is at the heart of the program. Good will alone, although basic, will not solve the pressing problems of industrial relations, which appear currently to be second only to the problems of international relations in their impact upon social and economic welfare. New insights and greater understanding of underlying causes are equally necessary. Few groups have the research facilities which are necessary or the point of view directed toward the public interest which is indispensable in providing these insights and promoting this understanding.

COMMUNITY ADVISORY COMMITTEES

Each Division of the Institute of Industrial Relations has a Community Advisory Committee, appointed by the President of the University. The Committee for the Northern Division consists of eight industry, eight labor, and six public representatives; that of the Southern Division is composed of seven industry, seven labor, and six public members. The Industry Members are well recognized as leaders in the business community; the Labor Members are experienced spokesmen of the trade union movement; and the Public Members are qualified by practical experience with problems of industrial relations, and enjoy the confidence of California citizens.

Formal meetings of the Community Advisory Committees have been held to a minimum in order to conserve the time of their members. They have been called upon informally for advice and assistance with regard to conference speakers, research projects, and similar problems, to address classes in Industrial Relations at the University and to participate in conferences and other programs designed for the general public.

FACULTY ADVISORY COMMITTEES

The Faculty Advisory Committees of the two Divisions have been of assistance to the Institute especially in connection with its on-campus activities. The Institute looks to these Committees for policy guidance. For example, it was one of the Faculty Advisory Committees which recommended that the Senior Research Staff of the Institute be composed of persons qualified to teach in departments of the University as well as to conduct research in industrial relations. This policy has been followed in recent appointments. One of the Faculty Advisory Committees also has encouraged the Institute to develop an inter-disciplinary approach to industrial relations and has specifically suggested that the research program be broadened to include work in Human Relations in Industry and in Industrial Sociology, with the coöperation of the Department of Psychology and the Department of Sociology and Social Institutions. Three members of the Faculty Advisory Committee of the Northern Division (Professor Wellman, Dean Grether, and Professor Taylor) serve as the Reading Committee for that Division; the Reading Committee for the Southern Division includes Professors Grant, Watkins, and Dorcas. All major publications of the Institute must be approved by one of the Reading Committees before being transmitted to the University Press.

The over-all program and policies of the two Divisions of the Institute are integrated by a University Coördinating Committee composed of the Division Directors, representatives of the School of Business Administration and the Department of Economics on the Berkeley campus, and representatives of the College of Business Administration and the Department of Economics on the Los Angeles campus. The Chairman of the Department of Economics at Berkeley, Dr. Malcolm Davisson, serves as Chairman of the University Coördinating Committee. The more immediate problems of coördinating the research and community service projects undertaken by the Institute are handled by two Staff Coördinating Committees. The first of these committees has charge of the joint community relations program; the second supervises the development of the research program.

JOINT CONFERENCES AND INSTITUTES

The first Industrial Relations Conference was held on the Berkeley and Los Angeles campuses on March 19-21, 1947. Total attendance at the meetings was more than 10,000, and the conference was given full coverage by the press in California and throughout the nation.

The subject of the Conference was "Industrial Disputes and the Public Interest." Governor Earl Warren, President Robert G. Sproul, Vice-President Monroe Deutsch, and Professor Harry Wellman served as chairmen of the four meetings on the Berkeley campus. Those who presided at the Los Angeles sessions were Lieutenant Governor Goodwin Knight, Mayor Fletcher Bowron, President Arthur G. Coons of Occidental College, Professor Gordon S. Watkins, and Dean Paul A. Dodd. Three of the major addresses were centered on the theme of the Conference, "Industrial Disputes and the Public Interest." These were delivered by the Honorable Lewis B. Schwellenbach, Mr. Donald R. Richberg, and Mr. Donald M. Nelson.

The other three major addresses were as follows: "The Role of Government in Industrial Relations" by Dr. William M. Leiserson; "Collective Bargaining and Economic Progress" by Mr. William H. Davis; and "A Possible Solution for the Issue of the Closed Shop" by Professor Paul H. Douglas.

Leading representatives of management, labor, and the public in California presented comments on the major addresses and on the problem of industrial disputes. Those who served as commentators for the Berkeley sessions included George O. Bahrs, General Counsel, San Francisco Employers' Council; A. F. Gaynor, Grand Lodge Representative, Brotherhood of Railway Clerks; Louis Goldblatt, Secretary-Treasurer, International Longshoremen's and Warehousemen's Union; Richard Lynden, International Representative, International Longshoremen's and Warehousemen's Union; Frank McDonald, President, California Building and Construction Trades Council; Arthur C. Miller, Regional Attorney, Social Security Administration; Paul St. Sure, Counsel, United Employers; John F. Shelley, President, California State Federation of Labor; Dr. Lynn White, Sr., Professor, San Francisco Theological Seminary; and Ray G. Wiser, President, California Farm Bureau Federation.

Representatives of management and labor who participated in the Conference meetings on the Los Angeles campus were Roy M. Brown, General Vice-President, International Association of Machinists; William Jeffers, Retiring President, Union Pacific Railroad Company; Lloyd Mashburn, Secretary, Los Angeles Building Trades Council; J.

Stuart Neary, Counsel, Associated General Contractors; Fred B. Ortman, President, Gladding, McBean & Company; and Morris Zusman, President, California CIO Council.

A conference on "Wage-Price Relationships and the National Welfare" is scheduled for the spring of 1948. This conference will come at a time when renegotiation of many of the most significant collective agreements throughout the country is taking place and when public attention will be focused upon the attendant problems of maintaining equity among the various economic groups, and protecting the public interest. Representatives of leading national labor and employer groups will participate in the conference, as well as impartial authorities who will examine the wage-price problem from the standpoint of the over-all public welfare.

Another Industrial Relations Conference is tentatively planned to be held in June, 1948, immediately prior to the annual meeting of the International Labor Organization, which will be held in San Francisco. If present plans materialize, the theme of the Conference will be "Labor, Management, and Government Around the World." The Conference will be held at a time when outstanding authorities of world-wide reputation are in the West and when the national attention will be focused upon this area. Mr. David Morse, Under-Secretary of Labor, and Mr. J. D. Zellerbach, President of Crown Zellerbach, the United States government and industry delegates to the ILO, have agreed to deliver addresses at the Conference and to assist in arranging for the participation of delegates from abroad. It is expected that Mr. Frank Fenton of the American Federation of Labor, United States labor delegate to the ILO, also will speak.

Plans are being made jointly by the two Divisions for a full-time one-week resident summer labor institute at which time unions will be entitled to hold labor institutes limited to their own membership, utilizing the services of the resident staff members. Several unions have already indicated their interest in this program.

Program

NORTHERN DIVISION



COMMUNITY RELATIONS

THE COMMUNITY RELATIONS program of the Northern Division has three sections: (1) the Industrial Relations Conferences and other services to the public, (2) courses and institutes for management, and (3) courses and institutes for workers and unions. All these activities are sponsored jointly with University Extension.

Services to the Public

The Industrial Relations Conference, previously noted, are joint projects of the Northern and Southern Divisions of the Institute.

Individual staff members of the Northern Division find numerous opportunities to be of service to the public. They are frequently called upon to speak before groups and organizations throughout the state. Among the groups to which speakers were supplied during 1947 are the Institute of World Affairs, the California Personnel Management Association, the Nation Associates, sections of the Commonwealth Club, the National Conference of Social Work, the Pacific Coast Economic Association, the League of Women Voters, the Berkeley Chamber of Commerce, the San Francisco World Trade Conference, the American Veterans Committee, the Asilomar YMCA-YWCA Conference, the Southern California Personnel and Industrial Relations Association, the City Commons Club (Berkeley), the Labor-Management Conference, University of Washington, the American Council on Public Relations (San Francisco), and many other groups on and off the campus. Nedra Bartlett Belloc, research assistant on the staff of the Northern Division, assisted in the preparation of a report on the "Consumer Price Situation" for the Western Subcommittee of the Joint Committee on the Economic Report of the United States Congress.

The Director of the Northern Division served during 1947 as Consultant to the Atomic Energy Commission, Impartial Chairman of the Pacific Coast Longshore Industry, Special Mediator for the United States Conciliation Service, Chairman of the Meat Packing Commission of the U. S. Department of Labor, National Umpire for Armour and Company and the United Packinghouse Workers, Chairman of the Labor-Management Advisory Committee (for the eleven Western States) of the U. S.

Conciliation Service, Vice-President of the National Academy of Arbitrators, and as arbitrator in a large number of management-labor disputes.

Educational Facilities for Management

The majority of extension courses in the fields of Industrial Relations and Personnel are of primary interest to management, particularly at the junior and middle levels. Some of these courses are offered two or three times per year. Through the medium of extension courses for management, over 1,000 management representatives have received training in the techniques of personnel administration, counseling, collective bargaining, industrial organization, time and motion studies, and wage and salary administration.

The extension courses in the fields of Industrial Relations and Personnel which are designed primarily for management include:

<i>Course</i>	<i>Instructor</i>
Industrial Relations	ROBERT S. MURRAY
Personnel Administration	ROBERT S. MURRAY, FRED N. TWINING
Introduction to Personnel Counseling	J. MAURICE ROGERS
Techniques of Personnel Counseling	J. MAURICE ROGERS
Industrial Psychology	EDWIN E. GHISELLI
Human Relations in Industry	GEORGE R. KEITH, MARTIN LOEB
Organization and Administration of Training Programs	WILFORD M. AIKEN, HOWARD B. BARR
Methods and Time Study	DANIEL J. CANTY, JR., E. PAUL DEGARMO
Wage and Salary Administration	THOMAS L. CARROLL
Labor Relations for Line Supervision	RAY SMARDON
Techniques of Collective Bargaining	SAM KAGEL
Labor Law and Legislation	ARTHUR C. MILLER, ARTHUR JACOBS
Problems of Labor and Management	ARTHUR M. ROSS
Labor Statistics in Collective Bargaining	MAURICE I. GERSHENSON

Altogether, 42 courses will have been jointly sponsored by the Northern Division and University Extension by the end of the current academic year.

It is planned to hold a series of industrial relations seminars for top management personnel centered around the presence of some outstanding figures from the East. Mr. Steven DuBrul, of General Motors Corporation, and Mr. Cyrus Ching, Director of the Federal Mediation Service, have agreed to participate in management institutes during the year.

Educational Facilities for Labor

It has been found that the regular extension courses, as traditionally conducted, do not serve the needs of workers and unions to the same extent as they serve the needs of management. Therefore, it has seemed desirable to organize a series of special courses of six to twelve weeks in duration in coöperation with officials of various Northern California unions. These courses are designed to emphasize the broader economic aspects of labor problems and to assist unions in developing an intelligent membership and a responsible leadership. A course of twelve evening lectures and discussions for the members of the Milk Drivers and Dairy Employees Union, Local 302, was conducted from November 13, 1947, to February 5, 1948. The topics for the meetings were as follows:

- | | |
|-----------------------------------|---|
| Highlights of Labor History | California Labor Code |
| Industrial Relations Today | Can Strikes Be Avoided? |
| How Collective Bargaining Works | The Trade Union and Its Responsibility to the Community |
| How Does the Trade Union Operate? | Human Relations in Industry |
| The Union and Its Members | Market Factors Affecting Wages and Prices |
| The Taft-Hartley Act | |

Arrangements have been made with the United Steelworkers, the Amalgamated Meat Cutters and Butcher Workmen, and with the San Francisco Labor Council for similar courses of lectures and discussion.

In addition, week-end institutes are held from time to time for members and officials of various Northern California unions. The first of such institutes took place at International House on August 9 and 10, 1947, for the United Steelworkers of America. A similar meeting was held for the United Auto Workers on September 20 and 21. Both programs included an extensive discussion of labor economics, collective bargaining, steward training, local union administration, labor legislation, and citizenship problems.

CAMPUS INSTRUCTION

The University of California has developed a steadily expanding program of instruction and training in industrial relations and personnel administration for both undergraduate and graduate students. The present curriculum of industrial relations and personnel courses on the Berkeley campus is composed of offerings by six teaching departments. The Northern Division of the Institute is working with a Coördinating

Committee making a systematic survey of this curriculum. This committee is a sub-committee of the Faculty Advisory Committee, with two members added to speak for disciplines not represented on the Faculty Committee. The sub-committee membership is drawn from Economics, Business Administration, Sociology, Psychology, Engineering, Political Science, and University Extension.

All course work in industrial relations and personnel administration is conducted by the established teaching departments. The Institute has no teaching staff of its own; and contemplates none. Graduate and undergraduate courses now available on the campus include:

Labor Economics	Politics of Labor
Industrial Relations	Personnel Administration
Collective Bargaining Systems	Public Personnel Administration
Labor Law	Personnel and Industrial
History of Trade Unionism	Psychology
Time and Motion Study	Occupational Counseling and Classification

The Curriculum Coördinating Committee is concerned with several tasks:

1. A *review of the content* of each of the relevant courses to determine what material, if any, is being duplicated or not being given at all.
2. A study of *course sequences* to ascertain in what combinations and in what order the courses may best be undertaken by students, depending upon their general fields of interest.
3. An examination of what *new courses* might profitably be added to the present list so that students may best be prepared for their chosen careers.
4. A compilation of *basic books* in each field with which students preparing for advanced degrees should, at a minimum, be fully familiar.

Out of these deliberations may grow certain formal or informal recommendations to the teaching departments and personnel. The Northern Division, following the completion of the initial actions of the Committee, will issue a Curriculum Handbook for the guidance of present and prospective students.

The student who wishes to do graduate study in industrial relations or personnel work may choose between programs leading to advanced degrees in either the Department of Economics or the School of Business Administration. In the latter, graduate work in labor can lead to the degree of Master of Business Administration. In the Department of Economics a specialization in the field of labor may be offered in can-

didacy for the degree of Doctor of Philosophy. At a later time graduate programs in industrial relations or personnel management will be instituted in the Departments of Psychology and Sociology.

The Northern Division has been instrumental in bringing experts from industry, labor, and the government to the Berkeley campus to address classes. These outside speakers in 1947 have been:

Ken Browning, West Coast Representative, Training Within Industry Foundation

Ewan Clague, Commissioner, United States Bureau of Labor Statistics

Jeffery Cohelan, Secretary-Treasurer, Milk Wagon Drivers, Local 302, International Brotherhood of Teamsters

Hervey de Bivort, Office of the International Labor Organization (Geneva)

Frank Fenton, Director of Organization, American Federation of Labor

William Gomberg, Chief Industrial Engineer, International Ladies' Garment Workers' Union

Mrs. Frances Greenwood, Director, Wage and Methods Analysis Department, United Employers, Inc. (Oakland)

Gordon Huson, Economic Attache, British Embassy

Andrew Salz, Assistant Director of Research, International Longshoremen's and Warehousemen's Union

H. L. Samuelson, Personnel Division Manager, Standard Oil of California

David Saposs, Assistant Commissioner, United States Bureau of Labor Statistics

Ralph Seward, Chairman of Arbitration Board, General Motors and the United Automobile Workers

Boris Shishkin, Director of Research, American Federation of Labor

Ray Smardon, Staff Negotiator, Distributors' Association of Northern California

Dwight Steele, President, Hawaii Employers' Council

R. V. Stuart, President, Stuart Research Service, Ltd., Vancouver, B.C.

R. C. Thumann, Secretary-Manager, United Employers, Inc. (Oakland)

In order to provide specific research training for promising graduate students, the Northern Division offers a number of graduate research assistantships each year. Six assistantships have been announced for the academic year 1948-49. Assistantships carry a stipend of \$1,000 per year for part-time research for the Division while students are studying for advanced degrees. Awards are made on the basis of high academic records

and demonstrated interest and ability in the field of industrial relations or closely allied subjects.

Another special training opportunity which the Northern Division is now developing for selected students is the working internship. Both employer and union representatives on the Northern Division's Community Advisory Committee have signified their willingness to cooperate with the Division in providing these internships. This will permit students to gain through direct work experience with unions and employers in the San Francisco Bay area an insight into labor relations as they occur. It is contemplated that these internships will be temporary placements on either a part-time or full-time basis and will pay modest stipends.

For those students who are interested in more extensive work experience or permanent employment the Northern Division works in close cooperation with the University's Bureau of Occupations in pooling information about part-time and full-time employment opportunities of interest to students specializing in labor and personnel work.

RESEARCH

The Pacific Coast is a particularly rich area for industrial relations research because of the long history of collective bargaining, the variety of bargaining patterns, and the relative dearth of previous research. The high degree of organization among employers and the widespread use of the "master agreement" are regarded throughout the nation as trends which ought to be studied carefully. While taking advantage of West Coast materials, the Northern Division has endeavored to address itself to significant questions and to achieve a unified and coherent program of research rather than merely a congeries of unrelated surveys.

The research program of the Northern Division is governed by the following recommendations of the Faculty Advisory Committee which were made in 1946:

1. The topics should be of long-term as well as current significance.
2. The source materials should be primarily regional but the subjects should be of more general interest.
3. The subjects chosen should, as far as possible, lend themselves to analytical and historical treatment.
4. The individual studies should be additive, to the extent possible, and constitute sections of more general over-all projects.

Impartiality is a basic requirement of the Institute's research program. An orientation toward the public interest rather than toward the special interests of labor or industry does not mean, however, that significant

issues should be avoided. A program of this kind could be safely "non-controversial" at the cost of being insignificant. Moreover, an unbiased approach does not imply the selection of a "middle ground" on every issue but rather the appraisal of programs and policies in terms of the long-run national welfare.

Most of the specific research projects deal with the institutional behavior and relationships of union and employer groups, who now possess significant decision-making power. Public interest in collective bargaining is not limited to the question of industrial peace. Collective bargaining vitally affects the use of resources, the levels of income and employment, and the possibilities of economic progress. In analyzing union-management relationships, political as well as economic determinants have been emphasized since trade unions and employer associations are, partially at least, political agencies based on majority vote operating in an economic environment. However, appropriate weight has not yet been accorded to psychological and sociological influences; and it is for this reason it is hoped a social psychologist and an industrial sociologist may subsequently participate in the program.

More specifically, the various research projects group themselves into three general headings: (1) Collective bargaining in Pacific Coast industries; (2) The structure and operation of Pacific Coast labor markets; and (3) Wage policies and wage determination.

The following monographs and articles were completed during 1947 and have either been published or are now in the process of publication:

1. Arthur M. Ross, "The Trade Union as a Wage-Fixing Institution," *American Economic Review*, September, 1947.
2. Arthur M. Ross, "The Dynamics of Wage Determination under Collective Bargaining," *American Economic Review*, December, 1947.
3. Arthur M. Ross, "What is Responsible Wage Policy?", *Southern Economic Journal*, January, 1948.
4. Arthur M. Ross, "The Influence of Unionism upon Earnings," accepted by *Quarterly Journal of Economics*.
5. Arthur M. Ross, "Union-Management Relations and the Wage Bargain." To be published in *Proceedings*, Pacific Coast Economic Association.
6. Arthur M. Ross, *Trade Union Wage Policy*. Monograph.
7. Nedra Bartlett Belloc, *Wages in California—War and Postwar Changes*. Monograph.
8. Lloyd H. Fisher, "The Price of Union Responsibility," *Proceedings*, National Conference of Social Work. Condensed version published in *New York Times Magazine*.

9. Clark Kerr, "Collective Bargaining on the Pacific Coast," *Monthly Labor Review*, April, 1947.

10. Clark Kerr, "Employer Policies 1945-47." Prepared for the *Yearbook of American Labor*.

11. Clark Kerr and Lloyd H. Fisher, "Multiple-Employer Bargaining: The San Francisco Experience." Included in *Insights into Labor Issues*, edited by R. A. Lester and J. Shister and published by Macmillan.

12. Clark Kerr and Roger Randall, "Multiple-Employer Bargaining in the Pacific Coast Pulp and Paper Industry." Prepared for inclusion in a symposium on multiple-employer bargaining, edited by George W. Taylor.

13. Clark Kerr, "Industrial Relations Program of the Bureau of Labor Statistics," *Proceedings*, Pacific Coast Economic Association, 1947.

14. Clark Kerr, "The Model of the Trade Union," *Proceedings*, Third Annual Conference on Research and Training in Industrial Relations, University of Minnesota, 1947.

A number of additional projects are under way and several are nearing completion.

1. A study of job evaluation under the Southern California Aircraft Industry Plan, conducted by Lloyd H. Fisher and May Jamieson, is now in the stage of final revision.

2. A second survey of internal wage structure, conducted by F. Theodore Malm, deals with the Pacific Coast longshore and warehouse industries. The effect of union structure and policies upon wage differentials and penalty rates is well illustrated in this study.

3. An historical study of trends in the California labor force is being prepared by Davis McEntire and Nedra Bartlett Belloc, and is nearing completion.

4. An analysis of the San Francisco Bay labor market area, with emphasis on "fringe groups" at the margin of the labor force and on various types and patterns of labor mobility, is being made in coöperation with the California State Department of Employment. Milton Lipton and Davis McEntire have played an active role in charting this study and will supervise the analysis of statistical summaries to be prepared by the Department of Employment.

5. Collective agreements in the San Francisco Bay area are being analyzed by Milton Lipton and May Jamieson in order to ascertain the effect of collective bargaining upon labor mobility. Analysis of hiring, seniority, layoff and work-sharing provisions of agreements is being supplemented by examination of union constitutions and by-laws. The collection of labor agreements of the California State Department of

Industrial Relations, Division of Labor Statistics and Research, is the major source of the basic data.

6. An analysis of the incidence of strikes on the Pacific Coast, showing the industries, areas, periods of time and bargaining situations in which work stoppages have been most prevalent, is being made by Arthur M. Ross.

7. Two studies are being made of the "Causes of Industrial Peace" in coöperation with the National Planning Association. The firms being studied, under the supervision of Clark Kerr, are Crown Zellerbach in the pulp and paper industry and Lockheed in the aircraft industry.

8. Continuing the Division's group of studies of multiple-employer bargaining, Arthur P. Allen is making a survey of collective bargaining in the retail trade industry of the San Francisco Bay Area.

It will be noted that three of the research projects listed immediately above—the third, fourth, and fifth—are concerned with one aspect or another of the labor force and labor markets in California. These are the initial projects in a comprehensive long-range program of study which will absorb a considerable proportion of the Institute's research facilities.

Wartime mobilization and postwar reconversion have shown the need for more basic information about the structure and operation of labor markets, and the composition and flexibility of the labor force. This need is essentially a continuing one, however; in a free economy dependent upon individual choices for the allocation of labor resources, it is essential to understand the factors which determine such choices and to judge whether they will provide sufficient labor mobility to meet the flexibility requirements of the economy. Employee recruitment, employment service operation, unemployment insurance administration, and occupational training all depend on labor market information.

This project being ideally suited for state-wide research, it is hoped that facilities will be provided to permit an integrated program of investigation and analysis carried on simultaneously in Northern and Southern California by the Northern and Southern Divisions of the Institute. The Bureau of the Census, the California State Department of Employment, and the U. S. Department of Agriculture may all coöperate in the project, and other government agencies such as the Army and Navy will be interested in the results.

LIBRARY

The Library of Economic Research and Public Administration on the Berkeley campus, which contains many materials relating to industrial relations, has been a source for most of the needs of the Division. This Library is currently augmenting its collection in coöperation with the Institute. It is planned that the Northern Division and the Social Science Division of the University Library jointly will appoint a Research Librarian broadly trained in the social sciences to supervise the collection of industrial relations materials.

The Pacific Coast Labor Market Committee of the Social Science Research Council, of which the Director of the Northern Division is the Chairman and May Jamieson of the Division is the Secretary, has initiated a program of specialization among the industrial relations research centers on the Pacific Coast designed to avoid duplication in the collection of research materials. In coöperation with this program the Northern Division is building up two special library collections: (1) Documents, agreements, and publications relating to industrial relations in the Territory of Hawaii, and (2) Arbitration awards from the eleven Western States. In the latter collection, an attempt is being made to secure in as many cases as possible the transcripts of hearings, stipulations of the parties, exhibits and briefs submitted by the parties, awards, opinions, and miscellaneous correspondence dealing with the cases.

At the present time, the Institute has available approximately 500 awards, from the construction and manufacturing industries, wholesale and retail trades, public utilities and service industries in the eleven Western States. These cases are being analyzed, summarized and catalogued according to (1) company, (2) union, (3) subject, and (4) arbitrator, so that they may be readily accessible for both specialized and general research purposes.

INSTITUTE STAFF

The Research Staff of the Northern Division is composed primarily of persons who are also offering instruction in one of the teaching Departments. Appointment as Research Associate or Research Fellow permits them to carry a reduced load of teaching duties, and to participate in an integrated research program in coöperation with staff members trained in other fields. In 1947 several persons were added to the staff of the Institute.

Ronald W. Haughton was engaged to take charge of the community relations program. Haughton received his education at the University

of Washington and the University of Wisconsin and has served in the Washington State Unemployment Compensation Department, the Northwest Regional Council, and the United States Social Security Board. He was Disputes Director for the Regional War Labor Board in Detroit and Director of the Strike Section of the National War Labor Board. Following the war, he was Special Assistant to the Director of the United States Conciliation Service.

Dr. Van D. Kennedy is employed jointly by the Institute as Research Associate and by the School of Business Administration as Assistant Professor. Dr. Kennedy holds a Ph.D. degree from Columbia University and is the author of *Union Policy and Wage Incentive Methods* (Columbia University Press, 1945). He has had broad experience in private labor arbitration, governmental adjustment of labor disputes, and college teaching.

Dr. Davis McEntire, Research Associate at the Institute and Lecturer in the School of Social Welfare, holds a Ph.D. from Harvard University. He has been employed by the U. S. Department of Agriculture, the American Council on Race Relations and UNRRA; and has published extensively in the fields of population, migration, and agricultural labor.

Dr. F. Theodore Malm, Instructor in Personnel Administration, is conducting research on job evaluation at the Institute. Dr. Malm studied at the University of California and Massachusetts Institute of Technology, and has had practical experience in foreman training and labor education.

Milton Lipton holds a joint appointment as Lecturer in Business Administration and Research Fellow at the Institute. Mr. Lipton did his graduate work at Stanford University and has been associated with the National Bureau of Economic Research in New York City.

The members of the research staff were all trained in Economics; but the problem of Industrial Relations is not solely a problem of Economics, nor can Economics and Business Administration supply all the insights which are needed. It is hoped eventually to expand the staff to include persons trained in Social Psychology, Industrial Sociology, and Political Science who will teach in their respective fields and conduct research studies for the Institute. It may confidently be predicted that in the future the best research work in Industrial Relations will come as the result of inter-disciplinary coöperation.

Program

SOUTHERN DIVISION



COMMUNITY RELATIONS

IN DEVELOPING its extensive work the Southern Division of the Institute has attempted to pursue a flexible program in order to provide the best possible training for business and labor leadership in the community. Although the majority of courses offered during the past year have been typical university courses, attended by representatives of both labor and management as well as other interested citizens, a number of special lecture series have been offered directly to labor unions in union halls and to management groups in their own plants. The latter type of class has reached personnel in management and labor unions who might not normally attend the traditional extension courses offered downtown, but who, as a result of their experience with the special lecture series held in their own plants or union halls, have been stimulated to do so. A number of participants in the in-plant and in-union classes have already indicated their intention of taking the joint labor-management courses offered toward the Industrial Relations Certificate.

In addition to credit courses, special lecture series, and the Industrial Relations Conference held jointly at Berkeley and Los Angeles in March, the Southern Division has sponsored a variety of other activities, including several labor institutes and a large number of individual conferences and discussions on labor-management problems for various groups in the community. It has also worked out a very significant coöperative program in industrial relations education with the adult education departments of the public school systems of Los Angeles, Long Beach, and San Diego.

Credit Extension Courses in Industrial Relations

Forty-six courses were offered in thirteen different subjects in the field of industrial relations. These courses and the instructors giving the courses during 1947 include:

Labor Economics	GEORGE HILDEBRAND
	ALFRED NICOLS
	GUY FREUTEL
Industrial Relations	PAUL PRASOW
Industrial Production	KARL F. VENTER

History and Problems of the Labor Movement ABBOTT KAPLAN
Personnel Management DWIGHT PALMER
PAUL PRASOW
EDWARD C. KEACHIE
LEONARD R. H. HARDIE
Labor Law and Legislation JOHN R. VAN DE WATER
JOSEPH BRODINE
Business Organization VERNON D. KEELER
Organization and Management Problems VERNON D. KEELER
Grievances and Arbitration BENJAMIN AARON
MICHAEL KOMAROFF
Collective Bargaining PAUL PRASOW
LAWRENCE PEIFER
WALTER BURR
Principles of Economics STEPHEN ENKE
WARREN C. SCOVILLE
Personnel and Industrial Psychology ARTHUR H. BRAYFIELD
Work Simplification and Time Study GEORGE G. SULLIVAN
Advanced Time Study Practice and
Wage Incentives GEORGE G. SULLIVAN

Thirty-three such courses were given in Los Angeles, five in Long Beach, six in San Diego, and two in San Bernardino. The classes, which were attended by representatives of management, labor, governmental employees, undergraduate students, and other interested citizens, had a total enrollment of 1406.

Special Study Classes for Management and Labor Groups

To reach persons in supervisory positions in plants and labor unions, as well as union members, a number of special lecture series of six to eight meetings were offered in plants and union halls. These classes were normally arranged for by the companies or by the unions and made available to their employees or members free of charge.

During 1947 two series of classes were offered in plants to management personnel; one in Conference Methods and Discussion Techniques in Industrial Relations at the North American Aircraft Corporation for members of their industrial relations department; the second, on Recent Trends in Labor Legislation, was offered to supervisory personnel at the Lockheed Aircraft Corporation. Nine series of classes in various phases of industrial relations (Labor Economics, Labor Law, Labor History, Collective Bargaining, Grievances and Arbitration) were held in union

halls in Los Angeles, San Diego, Inglewood, and San Bernardino. A total of 398 were enrolled in these classes.

Plans for expanding the special lecture series for management and labor groups include such programs as a two-day Labor Institute with the movie studio unions in Los Angeles and an Industrial Relations Conference in coöperation with the San Diego public school system.

Seminars, Conferences, and Institutes

Members of the staff of the Division have endeavored to promote better understanding between labor and management through special talks and addresses before various audiences throughout the community. During the year members of the staff have addressed over sixty meetings on various aspects of industrial relations, analyzing today's problems and attempting to interpret them intelligently to the community at large as well as to union and employer organizations. Among the groups addressed by individual staff members during the year were Town Hall; Whittier College Five-Day Institute; Whittier Public Forum; Personnel and Industrial Relations Association; Central Labor Council, Los Angeles; Regional CIO; Credit Association; United Auto Workers; Costumers Local, International Alliance of Theatrical Stage Employees; United Rubber Workers Union; Training Association of Southern California; International Alliance of Theatrical Stage Employees Studio Unions; Central Labor Council of Long Beach; Central Labor Council of San Bernardino; Central Labor Council, San Diego; San Bernardino Public Forum; Special Librarians Section, American Library Association, San Francisco; State, County, and Municipal Workers; St. Paul's Cathedral Special Conference on Community Conflicts. Staff members have also appeared on numerous radio forums and other community programs.

During the past year Dean Dodd, the former Director of the Southern Division, has responded to special calls from the Governor of the State of California and the President of the United States. In addition, he has acted as impartial umpire and consultant in a great many industrial disputes in Southern California industries, and has made numerous public appearances in the interest of the program of the Institute.

In August a Steelworkers' Educational Conference was sponsored by the Southern Division jointly with the United Steelworkers of America. The topics included in the conference program were:

Wage Inequities	Negotiating a Union Contract
Highlights of Labor History	Labor Law and the Unions
How to Conduct a Meeting	Developing Union Leadership

Sixty steelworkers from 12 different union locals attended this conference.

A labor institute sponsored by the United Automobile Workers, the United Rubber Workers, and the Southern Division of the Institute was held in September. Classes were held on:

Labor Economics	Labor Legislation
Labor History	Time Study
The Local Union	Coöperatives
Collective Bargaining and Steward Training	Visual Aids and Publicity
Recreation Workshop	Effective Speech and Parliamentary Procedure

An increased number of resident institutes is also planned for 1948.

Among other all-day clinics for management and labor, several are scheduled on the operation of the Taft-Hartley Act.

Coöperative Public School Program

One of the grave difficulties encountered in establishing short unit special lecture series for labor unions has been the problem of finances. While business concerns and industrial plants experience little difficulty in arranging for courses from University Extension and making them available to their personnel, labor unions are often financially unable to do so.

To solve this problem the adult education departments of several large city public school systems were approached and asked to include such classes in their general adult education offerings. Inasmuch as these special lecture series of classes are not offered for credit they properly fall within the scope of public school adult education.

The public school systems of Los Angeles, Long Beach, and San Diego have accepted the proposal and have agreed to sponsor jointly with the Southern Division of the Institute short unit series of classes in industrial relations to be offered in union halls to union members, in plants for management personnel, and in public school buildings for the general public. The Division agreed to make the contacts, set up the classes and provide the teachers. In Long Beach and San Diego community advisory committees for these programs, representatives of management, labor, and the general public, have been set up to provide guidance and counsel.

The first program under this joint sponsorship was offered to the Central Labor Council in Los Angeles. A six-week course was set up at the Labor Temple for business agents. More than 120 business agents representing over 100 different local unions attended.

This joint public school-university program is deemed to be very significant. It is believed to be the first effort ever made by public school systems to provide free labor education in labor union halls. So enthusiastic are the officials of the Los Angeles Central Labor Council about the program that they have offered a resolution at the Convention of the State Federation of Labor urging all school systems in California to cooperate with the Institute of Industrial Relations in sponsoring similar programs for labor unions in their respective communities.

CAMPUS INSTRUCTION

Courses offered in industrial relations and related subjects at the University of California at Los Angeles include:

Work Simplification and Time Study	Personnel Management
Labor Economics	History and Problems of the Labor Movement
Labor Law and Legislation	Collective Bargaining
Seminar in Labor Law	Seminar Studies in the History and Problems of Organized Labor
Human Engineering	Public Personnel Administration
Principles of Industrial Safety	Personnel and Industrial Psychology
Seminar in Commercial and Industrial Psychology	Seminar in Social Insurance
Social Insurance	

The faculty of the College of Business Administration at Los Angeles has decided to expand its courses in personnel administration and to offer a major in Industrial Relations and Personnel Management.

A number of graduate research assistantship appointments are made by the Southern Division each year. It is anticipated that there will be at least six graduate research assistants on the staff at all times, in order to carry forward the research program of the Southern Division, and at the same time assist in the training of experts in the field of industrial relations.

RESEARCH ACTIVITIES

The research program of the Southern Division has made progress during the short time it has been in operation. Several articles and monographs by members of the Institute staff have appeared during 1947 or will be published shortly. These include:

1. Abbott Kaplan, "Areas and Services of University Extension in Industrial Relations," *Journal of Educational Sociology*, April, 1947.
2. Abbott Kaplan, "Labor-Management Educational Programs," *Adult Educational Handbook*, 1947.

3. Benjamin Aaron (Editor), "An Outline of Laws Governing Employer and Employee Activities," a mimeographed pamphlet prepared for limited distribution by the Industrial Relations Section of Town Hall, 1947.

4. Paul A. Dodd, "University Contributions to Union Staff Training," *Proceedings*, Third Annual Conference on Research and Training in Industrial Relations, University of Minnesota, 1947.

5. Alfred Nicols, "The Rehabilitation of Pure Competition," *Quarterly Journal of Economics*, November, 1947.

6. Alfred Nicols, "Prices and Production," *Proceedings*, Pacific Coast Economic Association, 1946.

7. Ramona Richardson, "Social Insurance Bibliography." Expected to be published in the near future.

8. John M. Lishan, "A Case Study of the Use of Tests in American Industry," *Personnel*, January, 1948.

9. Virginia Sloan, "Wage Incentive Plans during the War and Reconversion Periods," *Proceedings*, Pacific Coast Economic Association, 1947.

10. Edgar L. Warren, "The Conciliation Service, V-J Day to Taft-Hartley," to be published in *Industrial and Labor Relations Review*, April, 1948.

11. John E. Smith, "Coöperation Among Industrial Relations Libraries," *Special Libraries Association Bulletin*, September, 1947.

A number of additional projects are under way and several are nearing completion.

1. A study of factors affecting labor mobility and immobility in the Los Angeles Labor Market is being undertaken by Paul A. Dodd and Stephen Enke.

2. Preliminary work has been undertaken on a study of procedures for the peaceful settlement of labor-management disputes, including an appraisal of the role of government, by Edgar L. Warren.

3. A survey of the credit-union movement in California has been initiated by Virginia Sloan and will be completed next year.

4. A study by Paul A. Dodd of industrial relations in the production phase of the motion picture industry is in progress. Grace Franklin and Bernard McMahon are assisting on this project.

5. A. A. P. Dawson is making a study of the economics of the motion picture industry, with special reference to production costs and profitability, to jurisdictional lines, and to the industrial relations problems of the industry generally.

6. A survey of the movement of clerical salaries in Los Angeles from 1929 through 1947, by John M. Lishan, is now nearing completion.

7. An examination of alternative definitions of exploitation with a view to determining the practical significance of each has been initiated by Stephen Enke.

8. A study on labor productivity by Gaston Deurinck is now in progress.

9. A study of guaranteed annual income, with particular reference to the motion picture industry, by Stephen Enke, is nearing completion.

LIBRARY AND REFERENCE BUREAU

The library has been charged with bringing library service to members of the Institute staff working in the fields of research, University instruction and adult education, as well as performing a fourth function, that of bringing reference service to the industrial community of Los Angeles.

In the field of research, the resources of the Southern Division library collection have not by themselves been adequate, principally because of the fact that most serial subscriptions were started in 1946 while research projects need, ordinarily, more of an historical approach than the Institute files can provide. Compensation for this inadequacy was found in the proximity of the Southern Division to the University Library collection, which was drawn upon liberally in terms of materials and services.

In the field of instruction, aside from supplying graduate and undergraduate students with contemporary reading materials through its book collection, the library has served the instructors on the staff by acquiring and circulating pamphlets. Adult education activities of the staff have called on library services principally for news of similar programs at other institutions. Library service to the industrial community has been in an experimental stage during 1947. While no widespread advertisement of the resources or services has been made, labor organizations and management have called on the library for assistance.

The present resources of the library include 975 fully cataloged bound volumes, with at least 250 more being processed in the Technical Departments. Two file cases of pamphletary materials are arranged by subject, the important ones being cataloged locally, on a simplified basis. Three hundred and sixteen serials including newspapers are received regularly.

The contribution to the total social science research resources of the campus which this library is making may be its most important achievement. Trade union literature—journals, constitutions, convention proceedings, research reports, and ephemera—had never been systematically collected on the campus prior to the establishment of the library.

One of the most important activities of the library for the year was its participation in a coöperative arrangement with twenty-odd similar libraries throughout the country, involving exchanges of plans, publications and duplicate lists, and compilation of lists of trade-union journals, proceedings, etc. An even more extensive program for interchange of materials and information has been undertaken for libraries located in the Pacific area.

Plans are being made to enlarge the library facilities and also to make its facilities more readily available to persons in the community.

INSTITUTE STAFF

The year 1947 was highlighted by the appointment in December of a new Director, and also marked the addition of several new members to the staff of the Division. The first Director and organizer of the Southern Division was Dr. Paul A. Dodd, Dean of the College of Letters and Science. Dean Dodd, though heavily burdened with the executive and administrative duties of his office, nevertheless consented to remain as Director of the Division until a worthy successor could be found.

Edgar L. Warren, the present Director of the Division, and a member of the Board of Governors of the National Academy of Arbitrators, recently resigned as director of the United States Conciliation Service, having held that position since 1945. During the war he served with the National War Labor Board as assistant director of wage stabilization and as chairman of the Regional Boards in Kansas City and Chicago. For many years prior to the war Mr. Warren was active in government service. From 1938 to 1942 he served as economist and director of the industry committee branch of the Wage and Hour Division of the U. S. Department of Labor.

Benjamin Aaron joined the staff as a full-time Research Associate in the summer of 1947. Mr. Aaron is a graduate of the University of Michigan and of Harvard Law School. From 1942 to 1946 he held various positions with the National War Labor Board, including those of chairman, Detroit Area Tool and Die Commission; chairman, National Airframe Panel; and executive director of the Board.

Stephen Enke joined the staff as a Research Associate in July, 1947. He received an A.B. degree from London Polytechnic, an M.A. from Stanford University, and an M.P.A. and a Ph.D. from Harvard University.

Anthony A. P. Dawson received a B.Sc. degree in Economics from the University of London in June, 1942. Following a year of graduate research at Princeton University, he joined the Division as a full-time Research Assistant in the fall of 1947.

In September 1947, Gaston M. Deurinck was appointed a special Graduate Research Assistant on the recommendation of President Galpin of the Belgian American Educational Foundation. Mr. Deurinck is an Honorary Fellow of the Foundation and is a graduate of the Ecoles Speciales Polytechniques of Louvain University, from which he received the degree of Ingenieur Civil des Constructions.

John M. Lishan, who was formerly a Graduate Research Assistant, was appointed a full-time Research Assistant after receiving his Master's degree in June, 1947, from the University of California, Los Angeles.

INFORMATION

Additional information concerning the program, plans, and activities of the Institute of Industrial Relations may be obtained by writing to the Director or the Secretary of the respective Divisions, or by calling at the Institute offices. Offices of the two Divisions are located at 214 California Hall, University of California, Berkeley 4; and at 101 Library Building, University of California, Los Angeles 24.

CLARK KERR, *Director*

Northern Division

EDGAR L. WARREN, *Director*

Southern Division

COÖRDINATING COMMITTEES

University Coördinating Committee:

MALCOLM M. DAVISSON, Chairman, Department of Economics, Berkeley (Chairman)

PAUL A. DODD, Dean, College of Letters and Science, Los Angeles

E. T. GREYER, Dean, School of Business Administration, Berkeley

GEORGE W. ROBBINS, Associate Professor of Marketing and Head, Business Administration Extension, Los Angeles

CLARK KERR, Director, Northern Division

EDGAR L. WARREN, Director, Southern Division

Staff Coördinating Committee on Research Program:

CLARK KERR, Director, Northern Division

ARTHUR M. ROSS, Research Associate, Northern Division

Director of Research, Southern Division (to be appointed)

Staff Coördinating Committee on Community Relations Program:

EDGAR L. WARREN, Director, Southern Division

RONALD W. HAUGHTON, In Charge of Labor-Management Relations, Northern Division

ABBOTT KAPLAN, In Charge of Labor-Management Relations, Southern Division

FACULTY ADVISORY COMMITTEES

Northern Division:

HARRY R. WELLMAN, Director, Giannini Foundation (Chairman)
MALCOLM M. DAVISSON, Chairman, Department of Economics
E. PAUL DEGARMO, Associate Professor, Mechanical Engineering
EDWIN E. GHISELLI, Associate Professor, Psychology
E. T. GREETHER, Dean, School of Business Administration
CHARLES A. GULICK, JR., Professor, Economics
GERALD E. MARSH, Assistant Dean, College of Letters and Science
PAUL S. TAYLOR, Professor, Economics
BALDWIN M. WOODS, Director, University Extension

Southern Division:

GORDON S. WATKINS, Professor, Economics (Chairman)
ROY M. DORCUS, Professor, Psychology (Acting Chairman)
PAUL A. DODD, Dean, College of Letters and Science
J. A. C. GRANT, Professor, Political Science
GEORGE W. ROBBINS, Associate Professor of Marketing and Head, Business Administration Extension

INSTITUTE STAFF

Northern Division:

Director:
CLARK KERR¹
In Charge of
Labor-Management
Relations:
RONALD W. HAUGHTON²
Research Associates:
VAN DUSEN KENNEDY¹
DAVIS McENTIRE³
ARTHUR M. ROSS⁴
Research Fellows:
MILTON LIPTON²
F. THEODORE MALM¹
Research Assistants:
ARTHUR P. ALLEN
NEDRA BARTLETT BELLOC
MAY JAMIESON

Part-time Graduate Research
Assistants:
CARL CAMPBELL
MORRIS GLICKFELD
JACK MANSFIELD
KARIN NELSON
JANE CASSELS RECORD
Secretary:
VIRGINIA M. TAYLOR
Secretary-Stenographer:
FLORENCE EISEMANN⁵
Stenographer:
REGINA McCLELLAN
Typist:
ROBERTA GOUL

Southern Division:

Director:
EDGAR L. WARREN
In Charge of
Labor-Management
Relations:
ABBOTT KAPLAN³
Research Associates:
BENJAMIN AARON
STEPHEN ENKE
VIRGINIA SLOAN
Research Assistants:
ANTHONY A. P. DAWSON
GRACE FRANKLIN
JOHN M. LISHAN

Part-time Graduate Research
Assistants:
GASTON DEURINCK
RALPH GEFFEN
FRED HOFFMAN
BERNARD McMAHON
Librarian:
JOHN E. SMITH⁵
Senior Library Assistant:
DONNA HANDLEY⁵
Secretary:
NANCY TAYLOR
Secretary-Stenographers:
ANNETTE BIGELOW³
ANNE COOK
Stenographer:
ZELLA LINDBERG

¹ Joint appointment with School of Business Administration.

² Joint appointment with University Extension.

³ Joint appointment with School of Social Welfare.

⁴ Joint appointment with School of Business Administration and Department of Economics.

⁵ Joint appointment with University Library.

