

# INSTITUTE OF INDUSTRIAL RELATIONS BULLETIN

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October 1964

## Institute Organizes New Labor Research, Education Center

A new Center for Labor Research and Education has been established at the Institute.

Don Vial, former Director of Research and Education for the California Labor Federation, AFL-CIO, has been named Chairman of the Center.

Vial, together with Herbert Perry, will direct the expansion and improvement of research and education programs for California unions and their members.

Perry is Coordinator of Labor Programs at the Center. He has returned to California after two years as Director of the Labor Education Center at the University of Connecticut.

In the course of discussions between representatives of the University and the California Labor Federation, a series of guidelines for the Center were developed and are outlined below.

Educational opportunities will be increased by institution of a series of training classes and conferences to be held in cooperation with the labor movement. The programs will emphasize:

1. Training for members in the basic principles of unionism.
2. Training for officers in union administration and the problems of the union's environment.

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## Personnel Administration Seminar Series Starts

The Personnel Administration Seminar held the first of its 1964-1965 series of monthly meetings on October 14 in San Francisco. Lloyd Ulman, Institute Director, spoke on the implications of the 1964 automobile contracts.

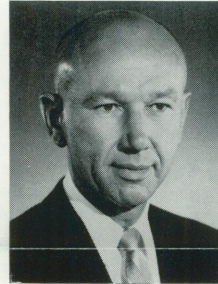
Under the direction of Jack Hislop, Coordinator of Management Programs, future meetings will concentrate on: contours of employment and unemployment and their implications for managers concerned with manpower, and management responsibilities and problems in connection with the employment of minority group members.

Personnel and industrial relations managers may arrange to attend by phoning 845-6000, Ext. 2571.

## Community Services Coordinators



Don Vial



John K. Hislop



Herbert A. Perry

## Experts to Address Special Conference On Poverty Problems

A national conference on Poverty in America will be presented February 26-28 on the Berkeley campus.

Specially invited scholars, public officials, and representatives of business, labor, and other groups will analyze and evaluate the problems of poverty and proposed public policies.

The conference will open with sessions on "Economic, Education, and Welfare Policies: Their Roles in an Attack on Poverty." Meetings will be held on the nature of poverty, income distribution, labor market adjustment, urban renewal, education, income maintenance, welfare services, and area redevelopment.

A concluding session will deal with "A Program for Poverty in America," and will be addressed by Gunnar Myrdal, Director, Institute of International Economic Studies, Stockholm; Kenneth B. Clark, Professor of Psychology, City University of New York; Fritz Machlup, Professor of Economics, Princeton.

Other speakers will include: Gardner Ackley, member of the President's Council of Economic Advisers; William L. Batt, head of the Area Redevelopment Administration; Nathan Glazer, University Professor of Sociology; Nathaniel Goldfinger, AFL-CIO Research Director; Michael Harrington, author of *The Other America*; Raymond M. Hilliard, Director, Department of Public Aid, Cook County,

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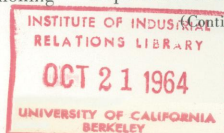
## University Appoints Vial, Hislop, Perry To Institute Posts

Three new coordinators have been appointed to head the Institute's Community Services program.

Don Vial is Chairman of the new Center for Labor Research and Education (see story on this page). Former Research Director of the California Labor Federation, AFL-CIO, Vial holds an M.A. in economics from the University. During 12 years with the Federation, he represented labor before the state legislature, served on a number of advisory committees to state departments, and was also a member of the Governor's Commission on the Problems of Older Workers (1959-1960).

John K. Hislop is the new Coordinator of Management Programs. For 10 years he was Director of the Industrial Insurance Department of the California State Chamber of Commerce and represented the organization before the state legislature. He has also been a member of the Labor-Management Advisory Committee to the State Department of Employment for nine years.

Herbert A. Perry, former Director of the Labor Education Center at the University of Connecticut, has been appointed Coordinator of Labor Programs. A specialist in labor education and apprenticeship, Perry has held posts with the International Brotherhood of Electrical Workers, the California Division of Apprenticeship Standards, and the Institute.



## CURRENT RESEARCH ACTIVITIES

Joel Seidman, Professor of Industrial Relations at the University of Chicago, is spending the present academic year on the Berkeley campus as Visiting Professor of Business Administration and Institute Research Economist. Seidman is well known for books and articles on unionism and collective bargaining, including *The Needle Trades* (1942), *American Labor From Defense to Reconversion* (1953), *The Worker Views His Union* (1958), and *The Brotherhood of Railroad Trainmen: The Internal Political Life of a National Union* (1962).

Graham Pyatt of Cambridge University has accepted an appointment as Visiting Associate Professor of Economics and Associate Research Economist for 1964-1965. Pyatt has been associated with the Cambridge Growth Project and is the author of a number of studies concerned with analysis of the production function. In 1962-1963 he worked with Professor Walter Galenson at the International Labor Office in Geneva on a study of the quality of labor and its impact on economic development.

Martin Oettinger, Assistant Professor of Economics on the Davis campus of the University, has been granted a leave of absence to work full time at the Institute this year on a study of unemployment compensation in a program of labor market adjustment.

Oettinger's study is part of the Institute's four-year research program on Unemployment and the American Economy, conducted under a large grant from the Ford Foundation and now in its third year. The second annual conference in connection with this project was held at Boulder, Colorado, June 15-19, 1964. There were approximately thirty participants, all actively engaged in research or data collection relating to unemployment. The papers presented at the conference will be included in a volume entitled *Employment Policy and the Labor Market*, edited by Arthur M. Ross, which will be published by the University of California Press at the end of 1964. Authors of the papers include E. Wight Bakke, Barbara R. Berman, William G. Bowen, Murray Edelman, Robert Ferber, T. A. Finegan, Robben W. Fleming, Hugh Folk, Neil Ford, Joseph W. Garbarino, R. A. Gordon, Paul Jacobs, Richard G. Lipsey, David C. Smith, Irvin Sobel, Gerald G. Somers, and George Strauss.

## INSTITUTE PUBLICATIONS

### BOOKS

#### **Labor and Management in Industrial Society**

By Clark Kerr

(New York: Anchor Books, 1964; paperback, \$1.45)

A collection of 13 essays concerned with some of the more important aspects of twentieth century labor-management relations. Published between 1953 and 1961, the essays relate to four questions: How may the individual worker maintain a degree of freedom within the union, the plant, the economy? How may industrial society achieve industrial peace? How may progress be attained in a society constantly more organized, more bureaucratized, more subject to rules and conventions, more the plaything of vested interests? What is the logic of industrial development, if any? In an introduction, Dr. Kerr summarizes the essays and indicates some of the changes he would make if he were writing them today. Finally, he points out the themes that run through most of the papers, for example: the importance of industrialism to the course of world history, the world-wide tendency toward a pluralistic solution of the problems of society under industrialization, and the essential role of environment in setting patterns for development.

#### **The Business Establishment**

Edited by Earl F. Cheit

(New York: John Wiley & Sons, 1964; \$4.95)

A collection of original essays focusing on the interplay of business and society. Eight noted writers cover a wide range of topics—all current, all provocative. Robert Heilbroner, author of *The Worldly Philosophers* and *The Future as History*, discusses "The View From the Top: Reflections on a Changing Business Ideology." John William Ward, Amherst College, covers "The Ideal of Individualism and the Reality of Organization." Henry Nash Smith, University Professor of English, engages in "The Search for a Capitalist Hero: Businessmen in American Fiction." Pulitzer Prize winner Richard Hofstadter asks "What Happened to the Antitrust Movement: Notes on the Evolution of an American Creed." Earl F. Cheit, Institute Associate Director, explores "The New Place of Business: Why Managers Cultivate Social Responsibility." Paul A. Samuelson, Massachusetts Institute of Technology, assesses "Personal Freedoms and Economic Freedoms in the Mixed Economy." Finally, two overseas scholars comment on the European business environment.

### POPULAR PAMPHLET

#### **The Business Agent and His Union**

By Van Dusen Kennedy and Wilma Rule Krauss

(Revised edition; Berkeley: Institute of Industrial Relations, late 1964; paperback, 75¢)

A revised edition of an Institute Popular Pamphlet first published in 1955. Owing to the steady flow of orders for the original pamphlet and the apparent continuing need for a description of the functions and activities of the business agent, the Institute has decided to issue a second edition of *The Business Agent and His Union*. Professor Van Dusen Kennedy has brought the pamphlet up to date and includes a new preface in which he comments on those changes in the last 10 years which have tended to increase the relative importance of the nonfactory union and to complicate and enlarge the role of the business agent.

### RECENT REPRINTS

**The Changing Class Structure and Contemporary European Politics**, by Seymour Martin Lipset (No. 223)

**Systems, Process, and the Politics of Economic Development**, by David Apter (No. 224)

**Some Notes on Power Equalization**, by George Strauss (No. 225)

**Economic Development and Sectoral Expansion of Employment**, by Walter Galenson (No. 226)

**Organization Man—Prospect for the Future**, by George Strauss (No. 227)

**Workmen's Compensation, OASDI: The Overlap Issue**, by Earl F. Cheit (No. 228)

**Job Attitudes in Management**, by Lyman W. Porter (No. 229)

**Fringe Benefits and Overtime as Barriers to Expanding Employment**, by Joseph W. Garbarino (No. 230)

(Single reprints free; additional copies, 20 cents each.)

## SOME VIEWS ON INDUSTRIAL CONFLICT

Clark Kerr

*(The following is abstracted from the introduction to Labor and Management in Industrial Society, a collection of essays by Dr. Kerr published this year by Anchor Books. Kerr is President of the University of California and a Research Associate of the Institute of Industrial Relations.)*

How may industrial society achieve industrial peace? Labor, management, and the state all have aims and these aims are often conflicting. In earlier societies, what one man did far away or even nearby had little effect on other men. Today the railroads must run, the newspapers be published, the milk be delivered, the telephone operate, or the lives of sometimes countless people may be affected. An industrial society is an interdependent society; and an interdependent society requires "domestic tranquility."

The power of one or a few men to disrupt or to damage has been multiplied enormously by the division of labor. The division of labor can lead to the division of society—division into warring classes and warring pressure groups. A degree of industrial peace is not just nice, it is essential.

But the requirements of peace clearly operate against the rights of institutions to assert their autonomy, of individuals to prosecute their interests. How much peace and how much autonomy shall there be when peace and autonomy are not compatible? How may the peace be kept to a sufficient degree, while not reducing autonomy to an excessive degree?

### Early essays

In 1953 and 1954 I wrote three essays on various aspects of industrial peace and conflict. They were related to place and to time and to specific problems. They did not seek to answer the wider issues touched on above, but rather to discuss current manifestations of such issues. The eternal issues are problems which man has struggled with at many times and in many places. There are no universal solutions, only current adjustments—some better, some worse.

What perspective does the last 10 years offer? The content of the three essays is summarized below and is followed by a list of present observations.

### Causes of strikes

"The Interindustry Propensity to Strike" (1954). What really causes strikes—union leaders, national characteristics, poor human relations, ideological incompatibility, poor negotiating techniques, the nature of the industry?

All of these factors undoubtedly are a part of the story, but the industrial environment appears to be a most dramatic force. In several countries, the maritime, mining, lumber, and textile industries are strike-prone and railroads, agriculture, and trade are strike-free. Why? The former industries tend to isolate workers, the latter to scatter and absorb them within society's informal and formal controls. The essential strategy of industrial peace appears to be to absorb workers into society and disperse grievances over as many targets as possible.

### Causes of peace

"Industrial Peace and the Collective Bargaining Environment" (1953). Again the environment emerges as an important factor in encouraging industrial peace or warfare. A series of case studies of firms with outstanding records of industrial peace shows: medium-sized companies, efficient enough to afford good wages and conditions and progressive enough to accept unionism, dealing with unions which in turn accept private enterprise. The bargaining partners are economically and politically compatible.

### Strategical mediation

"Industrial Conflict and Its Mediation" (1954). Industrial conflict can be mediated at both the "tactical" and "strategical" levels. Surprisingly enough, under some circumstances, "tactical" mediation can actually encourage warfare rather than peace, although this is by no means the usual purpose or result. "Strategical" mediation—the structuring of the environment—while much the harder to accomplish, in the long run makes the greater contribution.

### Present observations

1. The importance of industrial peace was overemphasized in the three essays, partly because of the great wave of strikes after World War II. It is still overemphasized in the United States today. The real costs of strikes may be less and the real costs of not having strikes (and the solu-

tions they make possible) may be greater than often assumed.

2. The passage of time as a factor in industrial warfare and peace warrants greater emphasis; it may well be the most important environmental factor of all. Contrary to Marx, industrial conflict peaks early, not late, in the process of industrialization. Industrializing societies face more and more peace once the early period of industrial unrest has passed. Problems are solved, attitudes changed, mechanisms developed.

3. An increasing number of problems which arise within collective bargaining in the United States and which have an impact on it cannot be solved totally within the collective bargaining relationship. These problems relate particularly to technological change—retraining and re-employment of workers and provision of reasonable security for those who cannot be retrained and re-employed. The collective bargaining system less and less can be treated as a self-contained system which solves its own problems.

4. New forms of bargaining have come into being over the past few years, particularly continuous bargaining and the use of third persons and technical study committees. There is a substantial record of results to date and significant promise for the future.

### Peace or stalemate?

5. The roles of union leaders and management representatives are often being reversed in an important way, a development which the parties do not fully realize. Union leaders increasingly stand for the status quo, for the conservative solution; management leaders for change, for progressive solution of matters relating to technological change, wage structures, seniority rules, and much else. But management men do not know how to call a strike or its equivalent; and union leaders have not learned, as management once did, how to retreat gradually from historic positions and still survive and even prosper. Thus what looks like industrial peace is often just a stalemate, as in the case of the American railroad industry, over many unsolved problems. Such stalemates can only be broken as some managements learn to be more aggressive without pushing too far and some unions to be more flexible while getting concessions in return.



# ITEMS OF INTEREST . . .

## PG&E Conferences

Five two-day conferences for personnel of the Pacific Gas and Electric Company have been scheduled by the Institute.

The sessions will deal with economic and manpower considerations in decision making and are designed to focus attention on the fiscal and economic implications of engineering design and planning. Manpower utilization and motivation will also be covered.

The meetings will start at the end of October.

## Economic Policy Seminar

The Institute's Economic Policy Seminar for persons associated with the labor movement at the research and staff levels will meet monthly again this academic year.

The Seminar is designed for those whose professional interests and activities are closely concerned with economic problems involving the relationship between trade unionists and the community at large. Participants discuss issues in analytic detail, usually under the leadership of someone with specialized knowledge in the field.

This year's series will be organized by Lloyd Ulman, Institute Director, and Don Vial, Chairman of the Center for Labor Research and Education.

## Special Appointments

Three Institute members have accepted state posts.

Director Lloyd Ulman and Associate Director Margaret S. Gordon have been named Consultants to the Research Committee of the California Commission on Manpower, Automation, and Technology. The Commission is charged to conduct a continuous reappraisal of the impact of technology on the labor force, to study the process of adjustment to technological change, to evaluate the effectiveness of existing research programs, and to recommend or support new research.

The State Industrial Welfare Commis-

sion has made Associate Director Earl F. Cheit chairman of a wage board which will consider wages, hours, and working conditions for women and minors in agriculture.

## Management Training

At the request of the Boys' Clubs of America, the Institute will staff six sessions of a one-week training program in management methods and administration. The conference is scheduled for November 9-13 at the Holiday Inn, South San Francisco.

The conference is the tenth of a series being held throughout the country to test the effectiveness of short-term, but coordinated, workshops which focus on the role of the executive in decision making and problem solving. About thirty executives of Boys' Clubs in the Pacific Northwest states are expected to attend.

## Hutchinson to UCLA

John Hutchinson, former Institute Coordinator of Labor Programs, has been appointed Associate Professor of Business Administration at UCLA.

## Government Publications

The Institute's Center for Labor Research and Education is assembling a special collection of publications of the U.S. Department of Labor and the California Department of Industrial Relations.

The collection, to be housed at 206 California Hall, will provide unions and other interested parties with up-to-date information on such subjects as wages, hours, working conditions, and fringe benefits.

## October Journal

"Are Labor Courses Obsolete?" is the title of the symposium in the October 1964 issue of *INDUSTRIAL RELATIONS*. Articles are also included on "Positive Approaches to Labor Peace," "Nation-

## Labor Center Organized

(Continued from page 1)

3. Professional and academic training for leadership and staff officials.

Instructors will be recruited from the labor movement, the outside community, and the University faculty. An attempt will be made to avoid exclusive concentration of services in large urban areas and to develop programs in outlying areas.

So far as research is concerned, it is anticipated that the Center will facilitate applied research projects which bring academic scholars into closer contact with industrial relations at all operational levels and with the functional problems of concern to the labor movement.

For example, such research might include the collection, analysis, and communication of information on policy issues of interest to organized labor. The guidelines note that such research, to ensure its effectiveness, should be integrated with the conference and program activity of the Center.

A yet-to-be-announced Statewide Joint Labor-University Committee, consisting of seven representatives selected by labor and seven selected by the University, will act as an adviser to the University regarding the Center. Local Labor-University advisory committees will also be appointed to assist in planning and development.

## Poverty Conference

(Continued from page 1)

Illinois; Frank Keppel, U.S. Commissioner of Education; Charles I. Schottland, Dean, School of Social Welfare, Brandeis University; and Robert Weaver, Administrator, U.S. Housing and Home Finance Agency.

Tentative plans are also being made to invite prominent state and federal government officials to address the gathering.

wide Job Evaluation in the Netherlands," "Hoffa's Impact on Teamster Wages," "Conflicting Elements in Managerial Ideologies," and "Structural Determinants of Piecework Rates."

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