

Industrial Relations Research Institute.

[Madison, Wisconsin]: [s.n.], [s.d.]

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Computer lab opens at IRR Institute

WI. Week 6/28/89

By Patrick Dorn

The UW-Madison Industrial Relations Research Institute will unveil a new Micro Computer Laboratory in a dedication ceremony Friday, June 30.

International Business Machines Corporation (IBM) provided the equipment for the facility, valued at more than \$1 million. In exchange, the institute will conduct research over the next three years into how personal computers can be used in industrial relations. One specific project will be to explore how the IBM Personal System 2 computer can be used to simulate the long-term effects of industrial relations management practices upon employee behavior.

The institute's relationship with IBM is patterned after similar projects the computer company has at Cornell University, Purdue and the Universities of Minnesota, South Carolina, Illinois and Michigan.

"IBM is joining with the University of Wisconsin-Madison in this project because of the Industrial Relations Research Institute's reputation as a leader in the area of personnel and industrial relations research," said W. E. Burdick, IBM senior vice president of personnel.

Craig Olson, a UW-Madison business professor who serves as director of the institute, said the micro lab helps introduce personal computers into all aspects of the institute's teaching program.

"Our faculty will be working to integrate the use of personal computers in our two-course sequence in industrial relations research," he said. "This sequence provides master's students with an introduction to research so they can be effective consumers of industrial relations research. For doctoral students, it provides background for the more advanced work they need to become effective researchers."

A total of 47 Personal System 2 computers, plus associated hardware and software, are being donated. At the conclusion of the three-year research period, the equipment becomes the property of UW-Madison.

Olson said 27 of the IBM computers are being used in a computer lab for students. The lab has 26 individual workstations and one instructor's station that are inter-connected. Another nine Personal System 2 computers are reserved for use by faculty, with the remaining computers to be used by doctoral students at the institute.

Founded in 1948, the Industrial Relations Research Institute enrolls about 65 students in masters and doctoral programs. Masters students generally are trained for positions in industrial relations with unions, government agencies or pri-

dates tend to focus on research. Ph.D. recipients in recent years have gone on to faculty positions at universities such as Illinois, Iowa, Rutgers, Cornell and British Columbia in Canada. ■

Industrial Relations Research Institute

Briefly . . . WI. Week 6/28/89

Energy focus of Forum lecture series

"The Use of Nuclear Energy Worldwide" will be discussed by Tennessee scientist Robert Uhrig at UW-Madison's third Summer University Forum on Wednesday, July 5 from 7:30-9:30 p.m. in the State Historical Society Auditorium, 816 State St.

The Forum, a series of eight weekly lectures on "Energy for the 21st Century," is being presented by the College of Engineering in conjunction with the celebration of their 100th anniversary. A cooperative effort with the Division of Summer Sessions, the lectures are open to the public at no charge.

Robert Uhrig holds a joint appointment as Distinguished Scientist in the Instrumentation and Control Division at the Oak Ridge National Laboratory and as Distinguished Professor of Engineering in the Nuclear Engineering Department at the University of Tennessee.

His work focuses on the application of artificial intelligence methods, primarily expert systems and neural networks, to nuclear power plants systems. Prior to his retirement in 1986, Uhrig was vice president of Florida Power and Light Company where for 12 years he had the responsibility for Advanced Systems and Technology.

For a program brochure, or additional information on the 1989 Summer Forum contact coordinator George Maxwell, Room 22, General Engineering Building, 1527 University Ave., Madison, WI 53706 (telephone 608/262-2473).

Recent alum crowned Miss Wisconsin

A 1988 UW-Madison graduate has been crowned 1989's Miss Wisconsin.

Kimberly Totdahl, a double major in marketing and administrative management, will represent the state in the Miss America competition. Final judging will take place in Atlantic City, N.J. on Saturday, Sept. 16.

Before capturing the Miss Wisconsin title at the Civic Auditorium in Oshkosh over the weekend, Totdahl took swimsuit and talent preliminary awards. She performed *Being Alive* from the Stephen Sondheim musical, *Company*.

Totdahl, a native of Racine, entered the contest as Miss Kenosha, where she works as a gymnastics instructor at a private club.

Student dies in Navy pool

Michael Fedie, a UW-Madison senior from Altoona, died last Friday in a training pool at the Pensacola Naval Air Station in Florida.

Fedie, a naval aviation reserve officer candidate, had just completed a drill that requires students to jump off a tower and swim a short distance underwater. He was walking out of the pool when he collapsed.

Safety officers pulled him from the pool and administered cardiopulmonary resuscitation before an ambulance took him to the Pensacola Naval Hospital, where he was pronounced dead. Preliminary autopsy results indicated the cause of death was acute cerebral edema. Edema is an abnormal accumulation of fluid.

Fedie, 22, was a senior engineering student a few credits short of graduation. His special interests were aero- and astronautics. "Mike was a personable fellow, extremely hardworking and one of our better students," says Terry Richard, associate chairman of the Engineering Mechanics Department. Fedie was not enrolled in the Naval ROTC program on campus.

University Club elects officers

Margaret Lacy, a lecturer in the Department of English, and Peyton Smith, director of Outreach Information, are joining the board of the University Club, replacing retiring members Marv Ebel and Francis Gentry. Officers for the coming year, elected at the board's June 22 meeting, are Linda Weimer, president; Joe Corry, vice president; Dorothy Klinefelter, treasurer; and Mary "Buff" Brennan, secretary.

Special summer club memberships are available for \$30. For more information, call club manager . . .

UW news

IRRI

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: 608/262-3571

Release: Immediately

6/23/89

CONTACT: Jan Levine Thal (608) 262-4867

Note to Editors:

Reporters are invited to the Industrial Relations Research Institute's computer lab dedication Friday (June 30). The dedication will be at 1:30 p.m. in the new lab, room 4218 Social Science building. A reception will follow in the Sewell Conference Room, 8417 Social Science.

An IBM delegation, headed by Walt Burdick, senior vice president of personnel, will be present at the dedication along with IRRI students, faculty, alumni and staff. For further information, contact Jan Levine Thal at (608) 262-4867.

INDUSTRIAL RELATIONS RESEARCH INSTITUTE OPENS NEW IBM COMPUTER LAB

MADISON--The University of Wisconsin-Madison Industrial Relations Research Institute will unveil a new Micro Computer Laboratory in a dedication ceremony June 30 (Friday).

International Business Machines Corporation (IBM) provided the equipment for the facility, valued at more than \$1 million. In exchange, the institute will conduct research over the next three years into how personal computers can be used in industrial relations. One specific project will be to explore how the IBM Personal System 2 computer can be used to simulate the long-term effects of industrial relations management practices upon employee behavior.

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Faculty associated with the institute hold joint appointments in a number of departments and schools, including economics, political science, sociology, business, law and the School for Workers.

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IRRI celebrates its 40th year

by Mary Ellen Bell

The UW-Madison Industrial Relations Research Institute, home of some of the pioneers of labor relations policy and legislation, celebrates its 40th anniversary this weekend (Oct. 23-24).

Alumni and emeritus faculty participating in a series of workshops will be honoring a tradition of labor economics scholarship and leadership that goes back to the turn of the century.

Industrial relations scholarship, policy development and professional training were pioneered at UW-Madison by some of the early leading lights of the Wisconsin Idea—Richard T. Ely, John R. Commons, Selig Perlman, Edwin Witte and Elizabeth Brandeis.

Ely came to Wisconsin shortly after publishing the first book on labor relations in 1886 while teaching at Johns Hopkins University, according to a history of the industrial relations program at UW-Madison compiled by Amy E. Fried and Jan Levine Thal for the anniversary. Ely then recruited a former student, John R. Commons, to the faculty here.

Together, Ely and Commons established what became known as the "Wisconsin School" of labor economics. Wisconsin labor economists wrote the nation's first unemployment compensation law and worked for other progressive labor reforms in work place safety, workmen's compensation and protection of women and children in industry.

Participants in the weekend conference will hear leading figures in industrial management and labor relations during a series of workshops. They also will meet with former institute heads Robben W. Fleming, IRRI director from 1948-52 and later president of the University of Wisconsin and the University of Michigan; and H. Edwin Young, director from 1952-54 who served as UW-Madison chancellor and UW System president.

Other emeritus faculty scheduled to appear are Jack Barbash, economics; Barbara D. Dennis, former IRRI editor; Robert Ozanne, economics and school for workers; James L. Stern, economics, and IRRI director from 1968-71; and L. Reed Tripp, director from 1954-64.

Workshop speakers include Thomas A. Kochan, professor of industrial relations, Sloan School of Management, Massachusetts Institute of Technology; William J.

Colucci, director for employee relations, IBM; and Lynn Williams, international president, United Steelworkers of America.

UW-Madison's industrial relations programs have provided neutral ground where labor and management could meet away from the charged atmosphere of the bargaining table.

The Board of Regents approved creating an Industrial Relations Center in 1947-48. The first eight graduate students were accepted into a degree-granting program in 1956.

"One of the great strengths of the institute is the diversity of the faculty and the

student body," said current director Craig A. Olson.

Current faculty associated with the Institute come from a number of other academic departments and schools, including economics, political science, sociology, business, law and the School for Workers.

Student enrollment in masters and Ph.D. programs offered by IRRI generally runs between 50 and 60. Students train for positions in personnel management in industry or with labor unions, and for jobs with state and federal arbitration or mediation agencies. ■

Engineers' Day Dinner set

The UW-Madison College of Engineering will honor two faculty members and award 10 distinguished service citations for contributions to the engineering profession at the 40th Engineers' Day Dinner Friday, Oct. 24, in Great Hall of the Memorial Union.

Professor Alois L. Schlack Jr., engineering mechanics, will receive the 1987 Benjamin Smith Reynolds Award for Outstanding teaching of engineering students. Professor W. Harmon Ray, chemical engineering, will receive the 1987 Byron Bird Award for an outstanding research publication.

Schlack is being recognized for his continual efforts to provide engineering students with a quality classroom education and for his development of innovative teaching tools, including his computer-aided tutorial system. He has been honored consistently for his teaching, including a campuswide UW-Madison Distinguished Teaching Award in 1982.

Ray's papers on chemical reaction systems earns him the Byron Bird Award, given to a tenured college faculty member whose publication, research paper or series of related research articles, patent or textbook has had profound influence on research.

His papers are widely recognized as landmark contributions in the chemical reaction systems area. This work has had important practical implications for the chemical industry and in many other

fields involving chemical reactions, including cancer research, combustion processes, and chemical and materials production.

Distinguished service citation winners are:

Steven J. Bomba, vice-president of advanced manufacturing technologies for Rockwell International, Whitefish Bay; Milton J. Schoemaker, a founder of Research Products Corp., Madison; Glenn W. Bailey, president and chairman of Bairnco and former president of ITT International, Darien, Conn. and Key Largo, Fla.; Eugene F. Bepalow, retired vice president and chief engineer of Choctaw Inc., Memphis, Tenn.;

Edward Henry Bryan, program director for environmental engineering at the National Science Foundation, Chevy Chase, Md.; Allan H. Clauer, technical leader, advanced materials development, Battelle Memorial Institute, Worthington, Ohio;

Patrick Francis Flynn, vice president, research and technology, Cummins Engine Company, Columbus, Ohio; Ora B. Morgan, director, Fusion Energy Division, Oak Ridge, Tenn.; Arun G. Phadke, American Electric Power professor, Department of Electrical Engineering, Virginia Polytechnic Institute and State University, Blacksburg, Va.; and R. David Pittle, technical director of Consumers Union, Mt. Vernon, N.Y. ■

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CONTACT: Jan Levine Thal (608) 262-4867

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Add 1--Industrial relations

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--Mary Ellen Bell (608) 262-8287

5/27/87
IRRI

GE MATCHES EMPLOYEE GIFTS TO UW-MADISON

The General Electric Foundation has given UW-Madison \$14,363 to match gifts given to UW-Madison by GE employees during 1986.

GE, which "invented" college alumni gift-matching in 1954, has matched nearly \$25 million to colleges and universities by employees and retirees of the company.

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INDUSTRIAL RELATIONS GRAD STUDENTS RECEIVE UW-MADISON FELLOWSHIPS

Industrial Relations Research Institute graduate students Elizabeth L. Belling and Karen Oetzel have been awarded Vilas Graduate Fellowships by UW-Madison.

Belling, of Appleton, and Oetzel, of Madison, both are master's candidates specializing in personnel issues.

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INDUSTRIAL RELATIONS GRADUATE STUDENT HONORED

Susan B. Minihan of McFarland, a master's degree recipient in the Industrial Relations Research Institute (IRRI) at UW-Madison, will be honored June 19 by the Wisconsin Public Employer Labor Relations Association for her research paper on public sector collective bargaining.

The association honors an IRRI student annually with a \$250 cash award and publication of the winning paper. Minihan wrote "The Demise of Collective Bargaining Activities in the Wisconsin Nursing Association."

Minihan earned her master's in December and currently is a nursing supervisor in the affective disorders/eating disorders inpatient unit at UW Hospital and Clinics.

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NEWSBRIEFS

LAW SCHOOL CHOIR WILL PERFORM

MADISON--A choir of University of Wisconsin-Madison law school students and faculty will perform a concert of chamber music including French, Latin and Easter tunes at University United Methodist Center, 1127 University Ave. . . Friday (April 27) at 8 p.m.

The choir is called Sui Generis, a Latin legal term which means "in a class by itself," and is directed by Steve Kuchner, a music graduate student.

The concert is free and open to the public.

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DOCTORAL STUDENT WINS LABOR AWARD

Leslie A. Nay, a doctoral student in the Industrial Relations Research Institute at UW-Madison, has received an "Award of Academic Excellence" from the Wisconsin Public Employer Labor Relations Association.

Nay, a native of West Des Moines, Iowa, received the award and a \$250 honorarium for her paper on policy issues concerning municipal employment relations in Wisconsin. It was the first academic excellence award presented by the association.

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IRRI

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: 608/262-3571

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CONTACT: Jose Pastore (608) 262-8789

UW-MADISON HELPING BRAZIL CHANGE ITS LABOR SYSTEM

by JOEL McNAIR,
University News Service

MADISON--After 20 years of military-style rule in which the government set wages for most workers, Brazil is "democratizing" its labor system, according to a Brazilian labor specialist. In the process, the country is turning to University of Wisconsin-Madison for technical assistance.

Jose Pastore, a Brazilian who is a visiting professor at UW-Madison this semester, says the university's Industrial Relations Research Institute (IRRI) is providing information, training and technical assistance to Brazilian labor, management and academic leaders. This is part of a two-year, \$300,000 assistance program paid for by the Brazilian government.

The government's goal is to institute labor-management bargaining systems containing aspects of those used in the United States, Japan and Western Europe, said Pastore.

"Brazil hopes to provide for more realistic and equal wage structures," he said. The country also wants to increase worker productivity, which it sees as a key to lifting the burden of its \$100 billion foreign debt.

In recent years the Brazilian government set most wage levels according to a cost of living index. Bargaining between labor and management seldom

Add 1--Brazilian negotiation

concerned pay, concentrating instead on questions such as vacation time and medical assistance. "The bargaining process was just a formality," Pastore said.

But the Brazilian Congress has approved a gradual changeover from government-set wages to true labor-management pay negotiations to begin next year. In 1985, the cost of living index will be used to assign 70 percent of worker wages, while 30 percent will be decided by negotiations within individual industries. The negotiated percentage will gradually increase through 1988, when the government is expected to drop out of the wage-setting picture.

"In order to operate the new system, Brazil needs skills and knowledge that it hasn't had in the past," said Pastore, a professor at the University of Sao Paulo in Brazil. The country decided to turn to UW-Madison's IRRI to provide information and training opportunities to labor and management leaders, mediators, labor courts and others involved in the bargaining process.

Several Brazilians traveled to Wisconsin last July. While here, they attended labor classes and mediation and arbitration sessions. They also spoke with labor leaders, management negotiators, judges, lawyers and representatives from the National Labor Relations Board.

"They talked to everyone involved in industrial conflicts," Pastore said. "The first experience was very positive."

Another Brazilian delegation, which will probably include the government's labor minister, will visit Madison in early March. Another 16-member group is expected in June.

Industrial relations specialists at UW-Madison also have traveled to Brazil to assist leaders there. The country recently received 45 boxes of labor relations books from UW-Madison.

Brazil does not intend to copy the American labor relations system, Pastore said. "Labor relations in Brazil are not the same as in this country,"

Add 2--Brazilian negotiation

he explained. For example, Brazil uses law courts more often than the U.S. in settling labor disputes, he said.

Instead, the Brazilians are using the university's resource materials to study how they can apply selected aspects of the U.S., Japanese and European bargaining systems to their situation.

"We have had a very unequal wage structure in Brazil," said Pastore, who received a doctorate in sociology from the UW-Madison in 1967. Wages were not tied to productivity, leaving some workers vastly underpaid, he explained.

Pastore said the collective bargaining process should help increase productivity. "When managers grant raises, they will also be asking for increased output," he explained.

Increased productivity, he said, would help an economy plagued by a 200 percent yearly rate of inflation.

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-- Joel McNair (608) 262-2650

*Institutional
General
And
Publications*

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: 608/262-3571

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CONTACT: Sally Probasco (608) 262-9889

WISCONSIN INDUSTRIAL RELATIONS ALUMNI TO HOLD WORKSHOP

MADISON--The latest developments in labor and the economy will be discussed when the Wisconsin Industrial Relations Alumni Association holds its annual fall workshop Thursday through Saturday (Sept. 22-24) at University of Wisconsin-Madison.

The workshop will include presentations by professors and alumni of the UW-Madison Industrial Relations program and other industrial relations scholars. Developments in international industrial relations, worker participation in unions, labor market adjustments in a changing economy and problems with unemployment compensation systems will be among the topics to be discussed.

All workshop events are scheduled at Union South, 227 N. Randall Ave. Registration will be from 5 to 7 p.m. Thursday. Friday and Saturday sessions begin at 8:30 a.m.

The workshop is open to the public with a \$25 registration fee. UW-Madison faculty and students may attend the sessions free of charge.

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--Joel McNair (608) 262-2650

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9/23/83

WORKER PARTICIPATION MUST LINK WITH UNION IDEAS, M.I.T. PROFESSOR SAYS

MADISON--Worker participation programs must mesh with more traditional labor objectives if they are to survive in the American workplace, a professor from the Massachusetts Institute of Technology said Friday (Sept. 13).

"Quality of worker life" experiments that aim to increase worker participation in management and on the job have met with some success, said Tom Kochan, a well known professor of industrial relations at M.I.T. But he said they must be transformed into processes that also deal with bread and butter labor issues like wages and benefits.

Kochan, speaking at University of Wisconsin-Madison, said that if the transformation is successful, the future role of U.S. labor unions could be markedly changed.

"If these participation programs move to deal with more bread and butter issues, then the kind of job control unionism that we're familiar with -- the detailed contracts that specify clear-cut job descriptions -- is going to be challenged," Kochan predicted. "Agreements will be much more flexible, more decentralized and have much more variable conditions."

Speaking at the annual Wisconsin Industrial Relations Alumni Association workshop, Kochan, a UW-Madison alumnus, predicted that American labor law also faces changes as distinctions blur between supervisors and workers.

"The whole notion of exclusive representation is being threatened by the 'quasi unions' that are operating where there is a lot of worker participation," Kochan said. "Both union and non-union labor must come to grips with this."

Handwritten signature: Dorothy J. ...

Add 1--worker participation

Kochan stressed, however, that participation programs aimed at increasing productivity and providing "psychological benefits" for workers may not survive long enough to cause these changes. These programs are often lost in collective bargaining disputes between labor and management, he said. Layoffs, changes in management and mixed worker attitude toward quality of life aspects also cause many of the programs to be discontinued.

"Those (programs) that do make it realize that you can no longer have an isolated 'quality of worker life' experiment over here and collective bargaining over there," Kochan said. "There has to be some kind of merger."

Kochan explained that some worker environment ideas strike at important collective bargaining concepts like seniority and job classifications. These ideas must be included in the collective bargaining process if they are to survive, he said.

Worker participation programs generally do not weaken unions, Kochan claimed. If workers have to choose between the program and the union, the union will win, he said.

Most unions have not dealt with these aspects at a national level, Kochan said. This has resulted in confusion as to what the local union's role in dealing with workplace environment questions should be, he said. The leadership of national unions should provide guidance to local unions as to which programs "make sense for us," Kochan said.

The Wisconsin Industrial Relations Alumni Association meeting at which Kochan spoke will continue at the Wisconsin Center through Saturday, September 24.

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--Joel McNair (608) 262-2650


IRRI

Agreement regarding a Program of Training and Technical Services to be provided to the Office of Employment and Wages - SES of the Ministry of Labor, by the Board of Regents of the University of Wisconsin System, Industrial Relations Research Institute - IRRI, Madison, Wisconsin, U.S.A. as part of the Loan Agreement 1452/BR from the International Bank of Reconstruction and Development — IBRD — to the Government of the Federative Republic of Brazil

Under this agreement, the Industrial Relations Research Institute of the University of Wisconsin System, Madison, U.S.A., hereafter called IRRI, represented by Professor James L. Stern, Director, and the Office of Employment and Wage of the Ministry of Labor of Brazil, hereafter called SES, represented by Professor Fernando Antonio da Silveira Rocha, Secretary, agree to the implementation of a Program of Training and Technical Services in the areas of employment, wages and labor relations according to the following clauses:

FIRST CLAUSE: Recipient - The Program will be directed to and administered by the Secretariat of Employment and Wages of the Ministry of Labor, Brasilia, Brazil.

 SECOND CLAUSE: Duration - The Program will cover a period of two years upon the signature of IRRI and PRODEMO representatives. The duration may be extended by agreement of both parties.

 THIRD CLAUSE: Purpose - The purpose of the Program will be to permit the IRRI to provide technical assistance to the Secretariat in the form of training, consulting, research and documentation so as to improve the Brazilian capabilities in the following areas:

- 3.1 - The development of more efficient labor market institutions in order to produce a better balance between labor supply and demand regarding such topics: (a) more effective field employment offices; (b) retraining; (c) relocation of the unemployed; (d) emergency programs for pockets of structural unemployment; (e) job creation strategies including Federal Government programs; (f) the proper use of child labor; (g) manpower planning to integrate these measures in the larger economic program.
- 3.2 - Incomes policies and wages policies to deal with inflation, and, at the same time, to maintain social equity. Aspects of incomes policies which may be investigated include (a) indexation; (b) "the wage-employment dilemma", (c) voluntary and compulsory tribunals to regulate wages; (d) standards of social equity; (e) statistics of cost of living and labor productivity to guide incomes policies; (f) improving productivity studies to evaluate effects of incomes policies; (g) techniques of popular education; (h) securing participation in the making of incomes policies.
- 3.3 - Labor relations, looking toward more voluntaristic methods of collective bargaining and the resolution of disputes including (a) mediation services; (b) arbitration of interest and rights disputes and other methods of resolving disputes, and (c) technical assistance to the bargaining parties including training, information and statistics.
- 3.4 - Consulting and training services looking toward the development of library and documentation facilities in the priority fields to advance the purposes listed above.

FOURTH CLAUSE: Activities - The IRRI shall provide to the Secretariat with expert consultation and research on matters pertaining to the above areas and shall arrange training to be conducted at the IRRI, other sectors of the University of Wisconsin and other similar agencies, for qualified Brazilian participants to be selected by the Secretariat. Specifically:

- 4.1 - The IRRI shall arrange for training programs, normally of three (3) to six (6) weeks duration and, occasionally as long as an academic semester. The Secretariat shall select Brazilian participants who meet the substantive and language requirements of each specific training program.
- 4.2 - The IRRI shall select and engage professional staff members from the Institute (or equally qualified personnel from other institutions) to provide consultation, training or research in Brazil or at the University of Wisconsin for agencies and individuals selected by the Secretariat. The consultation will include advice regarding the development of library and documentation mentioned in item 3.4.
- 4.3 - The minimum total duration of these services shall be equivalent to ten (10) personnel-months per year, including a maximum of 1.5 FTE of a Program Coordinator at the IRRI.

FIFTH CLAUSE: Administration - The IRRI Director or his designee shall serve as the Program Coordinator as mentioned in item 4.3. The Secretariat shall also appoint a Program Coordinator based in Brazil.

- 5.1 - The two Program Coordinators shall jointly be responsible for the preparation of Program Activity Schedules specifying the type of consulting, research or training; the location and duration of each activity; and the personnel included.
- 5.2 - The IRRI Program Coordinator will submit to the Brazilian Coordinator an annual report covering all the activities, personnel and expenditures of the year.
- 5.3 - The Brazilian Coordinator will be responsible for providing adequate working conditions to the IRRI rendering their services in Brazil.

SIXTH CLAUSE: Finance - The total cost of the Program shall be US\$297,000.00 (two hundred ninety seven thousand dollars), to be provided to the University of Wisconsin, in US dollars, in four payments, by the IBRD, upon request of PRODEMO and according with the Loan Agreement 1452/BR. The first payment of US\$75,000.00 (seventy five thousand dollars) will be due until 30 days after the signature of the contract. The remaining amount will be paid in three successive payments of equal value with one semester interval each. Each of these payments will be made upon presentation of a report of the activities carried out under the contract. The total amount will be divided, for budget purposes, into two parts as described below:

- 6.1 - Part I (in the amount of US\$195,000.00) is to cover all costs of professionals engaged by IRRI, including salaries, fringe benefits, per diem, travel as well as the cost of the Program Coordinator, secretarial assistance, purchase of library materials, and communications and indirect costs all in accord with the Seventh Clause (Budget).

6.2 - Part II (in the amount of US\$102,000.00 is to cover training programs fees and associated living costs as well as international travel for the Brazilian participantes in accord with the Seventh Clause (Budget).

6.3 - Payment of the two sub-projects will be made according to the following scheme:

- first parcel will be paid until 30 (thirty) days after the signature of the contract:
 - US\$65,000.00 for Part I
 - US\$10,000.00 for Part II
- second parcel will be paid after six months of the contract's execution:
 - US\$50,000.00 for Part I
 - US\$25,000.00 for Part II.
- Third parcel will be paid after twelve months of the contract's execution.
 - US\$40,000.00 for Part I
 - US\$35,000.00 for Part II
- Fourth parcel will be paid after eighteen months of the contract's execution:
 - US\$43,000.00 for Part I
 - US\$32,000.00 for Part II.

SEVENTH CLAUSE: Budget - The IRRI and SES agree with the following budget to cover the costs of the Program:

Budget Item*	YEAR 1 (US\$)	YEAR 2	TOTAL
1. U.W. Services	63,000	70,000	133,000
Salaries, Honorariums & Per Diem to cover a minimum of 10 man months per year of professional service including coordination of this project. .(a)			
U.W. Secretarial Assistance (limited term employee and/or student hourly help; estimate includes 9,5% fringe benefit rate)	2,500	3,000	5,500
Publications (books; journals, etc. for Brazil)	4,000	3,000	7,000
Communications and Supplies	1,500	2,000	3,500
Travel	9,000	10,000	19,000
2. Ministry Professional Staff:			
Living Expenses (in U.S.) & Fees for visiting Brazilian officials, students and Scholars (b)	35,000	37,000	72,000
Travel	14,000	16,000	30,000
Total Direct Costs	129,000	141,000	270,000
Indirect Costs 10% of DC	<u>12,900</u>	<u>14,100</u>	<u>27,000</u>
TOTAL BUDGET	141,900	155,100	297,000

* Funds for item 1 will come from item 3.1 of the 1452/BR Loan (Foreign consultants). Funds for item 2 will come from item 3.2 of the Loan (Scholarships Abroad).

(a) Salaries estimated at \$5200/months plus 21,4% fringes in year one and increased by 10% in year two. In some instances, honorariums and/or per diem will be paid instead of salary.

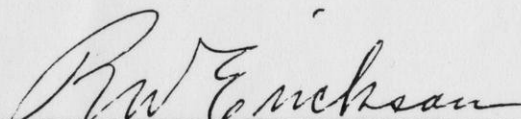
(b) Living expenses up to \$100/day plus fees to be paid to each Brazilian project visitor.

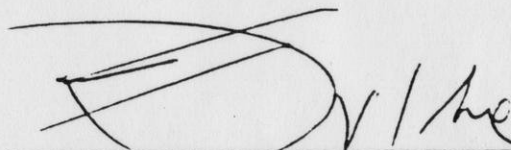
EIGHTH CLAUSE: Claims - The IRRI will not have the right to claim any other additional payments beyond those specified in the Seventh Clause to perform the services agreed upon by the Coordinators.


NINTH CLAUSE: Procedures - The IRRI, the Secretariat, PRODEMO and the IBRD shall consult, upon request of any party, regarding any matter relating to the terms of this agreement and shall endeavor jointly in a spirit of cooperation and mutual trust to resolve any difficulty or misunderstanding that may arise.

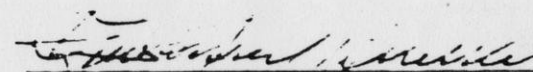
This agreement will be signed both in its English and Portuguese versions, which are equally valid.

Signed by:


ROBERT W. ERICKSON, Director
Research Administration-Financial


FERNANDO ANTONIO DA SILVEIRA ROCHA
Secretary, Office of Employment
and Wages (MTb/SES)


JAMES L. STERN, Director
Industrial Relations Research
Institute


LUIZ GONZAGA FERREIRA
Executive Director
Prodemo

Madison, 10 / 27 / 1982

Brasília, 18 / 10 / 1982

This agreement will be registered at the Central Bank of Brazil as required by the Brazilian Law.

IRRI

BRAZILIAN INSTITUTE OF LABOR RELATIONS

I. NATIONAL PROPOSAL FOR THE INSTITUTE

The activity of the Institute is to be concerned with Industrial Relations according to a philosophy that aims at improving the standard of living workers and promoting a climate favorable to a continuous increase in productivity, looking toward harmonious national development.

II. OBJECTIVES

1. To contribute to the increase in knowledge regarding the various aspects of the national reality including labor relations of wage workers, rural or urban, in private businesses or public or mixed businesses, whether national, foreign, or multi-national.
2. To prepare personnel and agencies from the world of work so as to improve their roles and to perfect their relations, thus to develop together.
3. To draw upon the national pool of expertise to prepare concrete proposals for solving problems that arise during the search for improvements in work relations, departing from a pragmatic view of the national reality.
4. To develop new ways of looking at these relationships - modern and professional - seeking equilibrium in economic and social development.
5. To contribute to the formulation of decision-making alternatives concerning policies of work relations.

III. CHARACTERISTICS OF THE INSTITUTE

1. Tripartite constitution;
2. Autonomy with respect to the union structure;
3. Relations with the International Labor Organization;
4. Autonomy with respect to the formal system of education, public or private;
5. Activity without ideological linkages;
6. Financial independence;
7. National purview;
8. A broad view of work relations and their repercussions in the economic and social life of the country;

9. Organization by means of programs whose objectives, results, costs and responsibilities are clearly defined;
10. Flexibility regarding the characteristics of different regions, size and stage of the businesses, type and tradition of relations;
11. Multi-disciplinary forum for debates;
12. Catalizing agent for knowledge and for national experience in the field of labor relations.

IV. ACUTATION

The Institute shall seek to obtain its objectives by means of:

1. Promotion of tripartite meetings;
2. Congresses, symposia, seminars and roundtables;
3. Research regarding Industrial Relations;
4. Training in labor relations with an emphasis on union organization, negotiation and related matters;
5. Creating a library, documentation, publication of texts;
6. Diffusion of activities and results;
7. Interchange of information with similar organizations;

V. INITIAL PROGRAM

1. To launch its objectives the Institute proposes a review of available studies and proposals regarding labor relations in Brazil, discussing and establishing priority programs for research and training for participants and professionals. The following subjects should be given special attention:
 - a) questions related to labor, unemployment or underemployment, guarantees of permanency in the job, stability and circulation of labor;
 - b) wage problems, repercussions caused by inflation and the high rising cost of living, wage policy, minimum wage and its variations, professional salaries and manner of their establishment;
 - c) conditions or work and wages for public servants and for employees in firms under the administration of the State;
 - d) factors affecting the productivity of labor;
 - e) conditions, by which workers are protected, especially concerning hygiene and safety;

- f) work of women and minors, forms of specific protection and situations of discrimination;
 - g) the rural worker: his union organization, conditions of work and remuneration;
 - h) processes of collective negotiation, systems of mediation and arbitration, as well as grievance procedures;
 - i) competencies and operation of the judicial system;
 - j) strike law.
2. The survey shall be executed by third parties, that is, by University Institutes of study and research and meetings with leaders of business and of labor.
 3. The establishment of the initial program shall also involve the formation of a library, as well as publicity concerning the Institute throughout the whole community.

VI. HEADQUARTERS

The Brazilian Institute of Labor Relations shall be headquartered in Sao Paulo. It shall have its own installation, adequate to accomplish its ends. It is expected to establish regional offices in the future.

VII. THE DETERMINATION OF THE NAME

INSTITUTO BRASILEIRO DE RELACOES DO TRABALHO (IBRART): Brazilian Institute of Labor Relations (BILR).

VIII. LEGAL STATUS

The Institute shall adopt the form of a non-profit civil Society. The Council of the Society shall be of a tripartite character. In order to modify the legal status regarding the purpose, objectives or characteristics, unanimous consent of the Council Members shall be required.

IX. THE STRUCTURE OF IBRART

The Institute shall have the following organizational structure: Deliberative Council, Executive Director, Program Coordinators, Executive Secretary.

1. The Deliberative Council is tripartite, being formed of representatives labor and business, who are indicated by the various Syndicates or Unions, and by the State, in equal numbers. The responsibilities of the Council are the following:
 - a) establishment of general directives of the Institute;

- b) approval of the Annual Plan of Action, including the budget-program and its alterations;
 - c) acceptance of affiliates (members) into the IBRART;
 - d) elaboration and reform of the Institute's internal regulations;
 - e) approval of the organizational structure of the IBRART, including the Plan of the Duties and of Remuneration of the employees and of those whose services are utilized;
 - f) approval of the contracts made by the Executive Director;
 - g) approval of the Final Report concerning the disposition of the programs of IBRART, including checking the accounts of the activities.
2. The Executive Director shall be a professional with appropriate knowledge and experience in the field of labor relations, chosen by the Council for a period of three years, with the possibility of continuing in the position. The Director shall be competent in the following:
- a) identification and effective coordination of the programs IBRART, including responsibility for obtaining the objectives established for the Institute;
 - b) elaboration of the Plan of Action for each year, detailing strategic proposals, the programs with their objectives and purposes, personnel who shall be responsible for them, the results expected, the chronological program, and costs.
 - c) representation of IBRART to its associates as well as to national and international entities of interest to the Institute;
 - d) contracting the coordinators of programs and their respective teams within the lines drawn for each program and plan of action approved by the council;
 - e) management of the resources allocated within the budget program.
3. The Coordinators of Programs shall be professionals with knowledge in the field of labor relations and experience in leading technical multi-professional teams, to be contracted within the Plan of Action approved by the Council and for the duration of their programs. The Coordinators' responsibilities shall be:
- a) obtaining the results defined for their programs;
 - b) effective leadership over their teams, effective administration of the resources at their disposition;
 - c) preparing up-to-date the information for the Executive-Director regarding the course of activities, including the proposing of alterations that are judged to be opportune.

4. The Executive Secretariate shall be directed by a professional with great experience in this area, such that he or she may efficiently offer support to the Executive-Director and to the Coordinators of Programs. The Secretary shall be competent in the following:
 - a) effective administration of services required to obtain the results of the IBRART as a whole and of its programs in particular;
 - b) maintaining of a list of external services needed to carry out the activities of the Institute;
 - c) administration of a documentation center and library of IBRART.

X. SOURCES OF FUNDING

The funding of the Institute shall come from the following sources:

1. Contributions of members of the Institute;
2. Resources established by the authorities competent in budget disposition within the Ministry of Labor and/or other governmental agencies;
3. Contracts concluded between the Institute and agencies of international cooperation.

XI. FORM OF REPRESENTATION

1. The participation of labor unions, of employer organizations, and of the State shall be carried out by means of their incorporation into the Institute as members.
2. Member organizations are required to pay an entrance fee as well as monthly dues.
3. The amount of the initial membership fee payment and monthly dues shall be decided upon in a vote by the Council.
4. The participation of the State in the Institute shall be carried out in the same form and under the same conditions that apply to other constituent parties.

Release: **Immediately**

9/23/83

WORKER PARTICIPATION MUST LINK WITH UNION IDEAS, M.I.T. PROFESSOR SAYS

MADISON--Worker participation programs must mesh with more traditional labor objectives if they are to survive in the American workplace, a professor from the Massachusetts Institute of Technology said Friday (Sept. 13).

"Quality of worker life" experiments that aim to increase worker participation in management and on the job have met with some success, said Tom Kochan, a well known professor of industrial relations at M.I.T. But he said they must be transformed into processes that also deal with bread and butter labor issues like wages and benefits.

Kochan, speaking at University of Wisconsin-Madison, said that if the transformation is successful, the future role of U.S. labor unions could be markedly changed.

"If these participation programs move to deal with more bread and butter issues, then the kind of job control unionism that we're familiar with -- the detailed contracts that specify clear-cut job descriptions -- is going to be challenged," Kochan predicted. "Agreements will be much more flexible, more decentralized and have much more variable conditions."

Speaking at the annual Wisconsin Industrial Relations Alumni Association workshop, Kochan, a UW-Madison alumnus, predicted that American labor law also faces changes as distinctions blur between supervisors and workers.

"The whole notion of exclusive representation is being threatened by the 'quasi unions' that are operating where there is a lot of worker participation," Kochan said. "Both union and non-union labor must come to grips with this."

Add 1--worker participation

Kochan stressed, however, that participation programs aimed at increasing productivity and providing "psychological benefits" for workers may not survive long enough to cause these changes. These programs are often lost in collective bargaining disputes between labor and management, he said. Layoffs, changes in management and mixed worker attitude toward quality of life aspects also cause many of the programs to be discontinued.

"Those (programs) that do make it realize that you can no longer have an isolated 'quality of worker life' experiment over here and collective bargaining over there," Kochan said. "There has to be some kind of merger."

Kochan explained that some worker environment ideas strike at important collective bargaining concepts like seniority and job classifications. These ideas must be included in the collective bargaining process if they are to survive, he said.

Worker participation programs generally do not weaken unions, Kochan claimed. If workers have to choose between the program and the union, the union will win, he said.

Most unions have not dealt with these aspects at a national level, Kochan said. This has resulted in confusion as to what the local union's role in dealing with workplace environment questions should be, he said. The leadership of national unions should provide guidance to local unions as to which programs "make sense for us," Kochan said.

The Wisconsin Industrial Relations Alumni Association meeting at which Kochan spoke will continue at the Wisconsin Center through Saturday, September 24.

###

--Joel McNair (608) 262-2650

*Industrial
Relations*

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: 608/262-3571

Release: **Immediately**

9/19/83

CONTACT: Sally Probasco (608) 262-9889

WISCONSIN INDUSTRIAL RELATIONS ALUMNI TO HOLD WORKSHOP

MADISON—The latest developments in labor and the economy will be discussed when the Wisconsin Industrial Relations Alumni Association holds its annual fall workshop Thursday through Saturday (Sept. 22-24) at University of Wisconsin-Madison.

The workshop will include presentations by professors and alumni of the UW-Madison Industrial Relations program and other industrial relations scholars. Developments in international industrial relations, worker participation in unions, labor market adjustments in a changing economy and problems with unemployment compensation systems will be among the topics to be discussed.

All workshop events are scheduled at Union South, 227 N. Randall Ave. Registration will be from 5 to 7 p.m. Thursday. Friday and Saturday sessions begin at 8:30 a.m.

The workshop is open to the public with a \$25 registration fee. UW-Madison faculty and students may attend the sessions free of charge.

###

--Joel McNair (608) 262-2650



IRRI

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: 608/262-3571

Release: **Immediately**

10/13/81 meb

ATTENTION: Sports Editors

CONTACT: Diane Pladziewicz (608) 262-1473

DIRECTOR OF NFL PLAYERS ASSOCIATION TO SPEAK

MADISON--Ed Garvey, executive director of the National Football League Players' Association, will speak at the University of Wisconsin-Madison in 8417 Social Science Building at 12 noon Friday (Oct. 30).

Garvey's topic is "The Bargaining Demands of the NFL Players' Association." The speech by Garvey, a UW-Madison alumnus, is sponsored by the Industrial Relations Research Institute and is open to the public.

###

Release: **Immediately**

2/28/80 jhs

UW-MADISON NEWS BRIEFS

COLLECTIVE BARGAINING STUDY ISSUED

A major study funded by the U.S. Labor Department that looks at collective bargaining in 10 large industries has been published by the Industrial Relations Research Association (IRRA) headquartered in Madison.

Eleven authors, including two UW-Madison professors, contributed to the 588-page study, called "Collective Bargaining: Contemporary American Experience." Labor Secretary Ray Marshall dedicated the book to the late Gerald G. Somers of the University's economics department, a former IRRA president who directed the study until his death in 1977.

In some ways, the Labor Department said, the book updates a classic reference work on collective bargaining compiled in 1940.

UW-Madison contributors were business Professor Richard U. Miller, 11 Glenway St., and Professor Jack Barbash, 1836 Keyes Ave., of the economics department and Industrial Relations Research Institute.

Copies of the \$20 book are available from IRRA, 7116 Social Science Building, 1180 Observatory Drive, Madison 53706.

- o -

Music School lecturer William A. Schwab, 313 Island Drive, has been named state coordinator for the North American Saxophone Alliance. He was an invited performer at the Sixth World Saxophone Congress in Evanston, Ill.

- o -
- more -

Add one--news briefs

Muhammad Umar Memon, 5417 Regent St., a professor of South Asian studies, is the editor of two recent works, "Iqbal: Poet and Philosopher Between East and West" and "Studies in the Urdu Ghazal and Prose Fiction." The latter book presents a collection of papers read at an international seminar on Urdu literature held at UW-Madison two years ago.

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feature story

IRRI

From the University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: (608) 262-3571

Release: **Immediately**

5/10/78 jhs

(1977-78 Retirement Series)

GRADUATE STUDENTS' 'DEN MOTHER' TO RETIRE

MADISON--One of her bosses called her "the den mother of the graduate students" at the Industrial Relations Research Institute (IRRI).

"She's our mother hen," says her present boss.

For Gladys Bunker, retiring this June after 15 years as administrative secretary of the University of Wisconsin-Madison institute, both descriptions are welcome. "I liked that," she said of the "den mother" tag.

Students away from home -- especially foreign students -- can seem lost, she said, so for about 50 of them every year she has tried to be "a go-between" who makes connections and gets them pointed in the right direction. It's a little different today than a decade ago, she said, because students then had less clout and more trouble navigating the twists and turns of university life. By contrast, today's student seems better equipped to cope.

Even today, however, a friendly face in the office means "at least you have someone to say 'good morning' to," Gladys said.

Gladys has that friendly face, and it's smiling most of the time. "Well, I'm having a ball; I always have," she said.

The IRRI office, even to a first-time visitor, sounds and feels happy under her direction. "It's a friendly office," she said, "and that's important. And you get just as much work done if you're happy." IRRI is not a large department, so "you really get to know everyone who comes through," she noted. "I love every one of them."

- more -

Add one--Bunker

Love isn't a one-way street, and the institute on May 4 turned a luncheon marking IRRI's 30th anniversary into a demonstration of appreciation for Gladys. The anniversary attracted many of the institute's former students, faculty members and even a few former directors, most of whom had known Gladys's friendly "good mornings" and had probably attended at least one of the traditional staff-student Christmas parties at her house.

A Chicago native brought up in Williams Bay, Wis., Gladys heard about the UW-Madison job at a wedding of a friend's daughter to the son of a former IRRI director, L. Reed Tripp. She and her husband, Charles Rowe, were living in Madison by then, and although she had been a housewife for some 13 years, she had attended business college in Chicago and had been a secretary there for eight years with the American Dental Association. She applied for the University job, and got it.

"There have been six directors since then," she said. "I stayed put; the directors changed ... they inherited me."

Rowe died in 1969 and for eight years Gladys was a widow. She met Burt Bunker, a retired life and health insurance agent, through an association for the widowed called Kayra. Seven months later, a year ago last March, they were married. Together they now share two sons, two daughters, five grandchildren and a love of travel and dancing.

Gladys is a few years shy of the mandatory retirement age, but her new marriage and plans "to see more of the United States" prompted her to put the cover on her typewriter early. She admitted, however, "When you like your work it's hard to pull out."

Madison will still be home base for her and Burt. "I love Madison," she said. "Madison has that small town feel, but it offers so much."

UW news

From The University of Wisconsin-Madison / News Service, Bascom Hall, 500 Lincoln Drive, Madison 53706 / Telephone: (608) 262-3571

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5/1/78 jhs

*Industrial
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Institute*

CONTACT: Prof. David B. Johnson (608) 262-2851

INDUSTRIAL RELATIONS INSTITUTE TO CELEBRATE 30TH ANNIVERSARY

MADISON--The Industrial Relations Research Institute will celebrate its 30th anniversary at the University of Wisconsin-Madison this week with two days of panel discussions and a banquet at which two of its former directors will speak.

Robben W. Fleming, appointed the institute's first director in April of 1948, and Edwin Young, named its second in 1952, will address a 7 p.m. banquet Wednesday (May 4) at University Bay Center. Both Fleming and Young later became UW-Madison chancellors, and Fleming is now president of the University of Michigan while Young is president of the UW System.

The institute's present director, Prof. David B. Johnson, said the list of invited banquet guests includes former students from as far away as Australia as well as University faculty and administrators, government officials and representatives of industry and labor. "I think about 50 of our former students will come back for the banquet and panel discussions," Johnson said.

The panel discussions -- two Wednesday afternoon and another two Thursday morning -- will cover topics from collective bargaining to government regulation. Participants will include another former director, L. Reed Tripp, now at Lehigh University, plus representatives of labor, government, business and academe.

Since its beginnings as the Industrial Relations Center three decades ago, the institute has conducted research and held labor-management conferences on the question of the proper relationship between owners and workers. Since 1956, when it was authorized to grant graduate degrees, it has awarded 187 master's degrees and 75 doctorates.

- more -

Add one--institute

As an institute it draws its faculty from other departments, and presently shares eight professors in five disciplines: economics, law, business, Afro-American studies and international studies. Another 30 persons, however, are classified as "participating faculty." They volunteer their time to work on committees and as advisers, and many teach courses within their own departments that are part of the IRRI program.

The first discussion session at 1 p.m. Wednesday will include an expected eight panelists to talk about the "new frontiers" in collective bargaining. The panel will include Rudy Oswald, chief economist of the AFL-CIO, and Archie Kleingartner, vice president of the University of California System.

At 3:30 p.m. six panelists, including representatives of the International Labor Organization and the U.S. departments of labor and state, will discuss whether industrial relations research has influenced government policy.

Thursday at 8:30 a.m., a six-person panel will tackle the question of whether there is too much government regulation in industrial relations. That panel will include Neil Bucklew, who was a UW-Madison negotiator in 1970 and who now is provost at Ohio University.

The last session, at 10:15 a.m., will include Tripp and five other panelists on the future of industrial relations as an academic discipline.

All four sessions are open to the public and will be held in the University Bay Center, 1950 Willow Drive.

A luncheon Thursday will close the two-day program.

Release: **Immediately**

5/3/78 jhs

*Industrial
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REFERENCE ROOM NAMED FOR LATE DIRECTOR OF INDUSTRIAL RELATIONS INSTITUTE

MADISON--A reference room for University of Wisconsin-Madison students and researchers in the social sciences will be renamed in honor of the late Gerald G. Somers, Chancellor Irving Shain announced Wednesday at a dinner marking the 30th anniversary of the Industrial Relations Research Institute (IRRI).

Somers, an economics professor and former department chairman, headed IRRI from 1964-68 and was its acting director in 1957-59. He died at age 55 last Dec. 30 while attending an industrial relations conference in New York City.

The Gerald G. Somers Graduate Reference Room is situated on the eighth floor of the Social Science Building. It serves graduate students and faculty members within IRRI, the Institute for Research on Poverty, and the departments of economics, sociology and anthropology.

Somers was a past president of the American Industrial Relations and Research Association and the author of numerous books and articles on labor negotiations and economics. He had been the U.S. representative to the Executive Committee of the International Industrial Relations Research Association since 1968.

Also widely known as a labor mediator and arbitrator, he was a member of the National Academy of Arbitrators.

Born in Toronto, he received his bachelor's degree from the University of Toronto and his doctorate from the University of California at Berkeley. He taught at West Virginia University before joining the UW-Madison faculty in 1957.



UIR / RESEARCH NEWS

UNIVERSITY OF WISCONSIN-MADISON

UNIVERSITY-INDUSTRY
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Craig A. Olson (608/262-1403)
James Stern (608/262-8789, 262-1882)

August 23, 1977

*Industrial
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NEW SYSTEM EASES LABOR STRIFE

by Hal Sider
UW Science Writer

Madison, Wis.--A new bargaining technique called final-offer arbitration promises to be a fresh breeze in the often stale atmosphere surrounding labor disputes by public employees.

The public lives in fear when a strike leaves them without police or fire protection. Policemen and firefighters feel compelled to strike to obtain adequate wages. The dilemma has left policy makers in a quandary.

Should strikes be legalized? Many feel this would threaten public safety.

Should strikes continue to be illegal? Even though they are illegal in many states, strikes still occur. Denying public employees the right to strike leaves management with an unfair advantage in negotiations, according to another view.

One oft-mentioned alternative is arbitration. When negotiations become deadlocked, an arbitrator may be called in to establish

add one--arbitration

what he thinks is a fair settlement. His decision is final.

But under conventional arbitration, labor and management usually make extreme demands and may be unwilling to compromise because they believe the arbitrator will split the difference between offers. The system may actually contribute to a standoff.

However, a new bargaining strategy that avoids these problems is being analyzed and developed by experts in labor problems at the University of Wisconsin-Madison.

Known as final-offer arbitration, the new technique increases the bargaining power of public employees while eliminating strikes as a negotiating tool.

With conventional arbitration, settlements are usually established somewhere between the demands of the two parties. With final-offer arbitration, however, when issues are not agreed upon, both sides give the arbitrator their final offer. The arbitrator then must choose one package or the other--whichever he feels is most legitimate.

If either side makes extreme demands, the other package will be accepted as being more reasonable. Final-offer arbitration, thus, should bring the two sets of demands together and the dispute might then be settled by agreement rather than arbitration.

Wisconsin is First

In 1972, Wisconsin became the first state to institute the technique in negotiations with firefighters and police. Since then, four other states have adopted variants of the Wisconsin plan. Twenty-two states use some type of conventional arbitration and the others have no arbitration procedure--leaving an illegal strike as the only recourse for dissatisfied public employees.

add two--arbitration

A bill considered in the Wisconsin state legislature recommended extension of the final-offer process to all Wisconsin municipal employees. Passage of the bill was recommended by a commission headed by Arlen Christenson of the University of Wisconsin-Madison Law School.

Where unions do not possess the right to strike legally and have little recourse to arbitration, the power of unions may get distorted, Christenson explains.

"It takes a strong union to strike, but it takes an especially powerful union to successfully strike illegally," he explains. "The net effect is that strong unions get stronger and weak unions get weaker."

Final-Offer in Practice

Has the final-offer process actually worked the way theory says it should?

"Yes and no," replies Craig Olson, doctoral candidate at the university's Industrial Relations Research Institute.

Olson recently completed a review of the first five years of the final-offer process in Wisconsin. Most issues are settled by compromise and very few issues go to final-offer arbitration, Olson explains. He finds that even when the parties go to final-offer arbitration, demands are generally not far apart.

"In only a few of the more than 100 final-offer decisions did the arbitrator comment that there was a large gap between the demands," he explains.

Olson reports that on the whole the system appears to be working well, but bargainers in some areas evidently become dependent on the process. The percentage of negotiations that have gone to final-offer

add three--arbitration

arbitration in Wisconsin rose from nine per cent in 1973 to nineteen per cent in 1976.

If negotiations go to arbitration and the union wins, it is more likely that negotiations involving other protective service unions in the area will later go to arbitration, Olson finds.

For example, if police win an arbitration decision, area firefighters often use the process to restore the usual balance between the groups' salaries.

Economist James Stern points out that while the number of cases that go to final-offer arbitration has increased, more cases are still settled without arbitration in Wisconsin than in other states using conventional methods.

Stern, along with a team of researchers from across the country, compared the results of the final-offer process and conventional arbitration techniques. The book-length study, completed in 1975, was referred to frequently during the formation of the present recommendation to extend the final-offer system to Wisconsin's municipal employees.

Private Sector Relief?

Workers in private industry have an economic weapon in negotiations with employers, Stern explains. If they go on strike the firm can not sell its product. When public employees strike, however, the city still collects tax revenue. The city in fact saves money because of a strike--so it may not be an effective bargaining tool for public employees.

Even though arbitration increases public employee's bargaining power, there has not been a significant increase in workers' salaries in places where it has been used, compared to where it has not, Stern finds.

add four--arbitration

Since strikes remain an effective weapon for industrial unions, there is presently no rush to adopt final-offer procedures in the private sector--with one interesting exception.

Some baseball salary disputes have recently been decided with the final-offer process. Before negotiations, team and player agree to submit final offers to an arbitrator if they cannot settle.

The team and player then shower the arbitrator with data, for example, on the going rate for a second baseman who hits .260 and is good at turning a double play. The arbitrator then chooses which offer is closest to the player's "true" value.

One incident occurred when the Cleveland Indians and a player could not agree on a contract. The team made a final-offer of \$50,000; the player asked for \$65,000. An arbitrator was called in to decide.

Fearing their bid would be rejected, the team offered the player a last minute deal: skip arbitration and take \$55,000 instead of gambling on the arbitrator's ruling. The player gambled, lost, and worked for \$50,000 the following season.

Even though the parties could not agree in this case, Stern concludes, the final-offer process still pressures everyone involved to make reasonable demands and settle differences among themselves.

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feature story

TEMPORARY NEWS SERVICE LOCATION:
115 Science Hall
550 North Park Street

Industrial Relations Institute

From The University of Wisconsin-Madison / University News and Publications Service, Bascom Hall, Madison 53706 / Telephone: (608) 262-3571

Release: Immediately

2/5/76 jb

PATIENCE NEEDED TO AVERT INCREASING STRIKES, MEDIATORS SAY

MADISON--Strikes make weak unions weaker, and strong unions stronger, a University of Wisconsin-Madison law professor who also serves as a mediator believes.

Arlen Christenson notes there are more strikes today despite laws banning strikes by public employees. He says:

"Perhaps the best strike breaker is fear. The best settlements come when the mediator comes up with an imaginative, ingenious solution. Most strikes, however, are settled by just grinding them out.

"Unless your union is strong, it stands to lose a lot in these disputes."

Prof. Christenson admits it is difficult to become a mediator because both labor and management usually seek someone with extensive experience to handle this role. "And unless you are involved in this area for a governmental agency, or happen to be a lawyer or engaged in industrial relations, it isn't likely you will pick up this experience."

A lecturer in the Industrial Relations Institute, Edward B. Krinsky, also a fact-finder and mediator in a number of disputes off and on campus, contends it helps if the mediator is "something of a magician, has a good supply of stamina, patience, and is able to outlast others involved in the negotiations."

He adds:

"To be effective, you must get the participants to trust you, to confide in you, and to get all possible information. You must bring special skills to the bargaining table, and know how to listen. It's a touchy job, and there are dozens of factors involved in doing the job right."

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uw news

From The University of Wisconsin-Madison / University News and Publications Service, Bascom Hall, Madison 53706 / Telephone: (608) 262-3571

*Industrial
Relations
Research
Institute*

Release: **Immediately**

2/21/75 jb

MADISON--George Sirolli, Pittsburgh, Pa., international representative of the United Steelworkers of America, will keynote the Conference on the Changing Work Environment at the University of Wisconsin-Madison Center Friday (Feb. 28).

He will discuss "Productivity Bargaining in the Basic Steel Industry."

Anthony Earl, secretary of the Wisconsin Department of Administration, will talk at the luncheon on "Productivity and Finances of the State."

Short presentations will be made by Madison Mayor Paul Soglin; George Kuper, Washington, D.C., acting executive director of the National Commission on Productivity and Work Quality; and Prof. Richard U. Miller, director of the Industrial Relations Research Institute on the Madison campus.

There is no charge for the conference, co-sponsored by the commission and the institute. Late reservations are being accepted by telephone (608) 262-2381.

Arranged specifically for labor and management officials of the midwest, the conference also will feature two workshop sessions. Participants will include:

George H. Schuster and Donald Draheim of Parker Pen Co., Janesville; Marshall Clause and William Watson, United Rubber Workers Local 663, Janesville;

Donald Earls, Rodman Industries Inc., Marinette; George Vogl, Federal Mediation and Conciliation Service, Green Bay; Donald Knutson, Teamsters Local 328, Marinette; and C. D. Gardner, Edmonton, Canadian Department of Labor.

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(EDITORS:--You are invited to send reporters and/or photographers to the sessions which start at 9 a.m.)

feature story

*Industrial
Relations
Research
Institute*

From The University of Wisconsin News and Publications Service, Bascom Hall, Madison 53706 • Telephone: (608) 262-3571

Release: **Immediately**

9/2/71

By WARING FINCKE

MADISON--"Blacks can and must do more than service their own insular community," believes Prof. James E. Jones jr.--and he has proved it.

Jones is the first black professor at the University of Wisconsin Law School and he is also the first black to be named as director of the UW-Madison campus Industrial Relations Research Institute.

Prof. Jones received his master's degree in labor and industrial relations from the University of Illinois in 1951 and went to work for the U.S. Wage Stabilization Board. He received his law degree from Wisconsin in 1956 and started as a legislative attorney for the U.S. Department of Labor. He worked his way up to the position of associate solicitor of labor, Division of Labor Relations and Civil Rights.

In his 13 years with the Labor Department, Jones was also director of the Office of Labor Management Policy Development, and a counsel for labor relations.

He became a professor of law at the UW in 1969.

The Industrial Relations Research Institute is a graduate student and research program offering the masters and Ph.D. degrees. It is an inter-disciplinary program drawing faculty from 14 schools and departments throughout the University. It is one of the largest programs of its kind in the country.

"I see my appointment as that of a newly-appointed city manager. My first job is to keep the institute going," Prof. Jones explains

-more-

Add one-Jones

"We have 52 students doing graduate work. About one-third are doctoral candidates."

He is concerned with the emphasis of the institute's research on manpower problems. He also stresses the importance of training skilled industrial relations practitioners.

"There are good careers for people with master's degrees in industrial relations. There is a need for collective bargaining skills and others," he contends.

One of the master's programs offers a combined law and industrial relations degree, and Jones feels that the potential for people with these combined skills is very good.

"One recent graduate of our program is now a legal assistant to the chairman of the National Labor Relations Board," he notes.

Prof. Jones feels that the institute needs to be more aggressive in recruiting jobs for its students, and says:

"A major part of my job will be to minimize conflicts between the institute and its students. There should be less of a 'we-them' feeling on the part of faculty and students, and we will work to see this come about."

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RELEASE: TUESDAY, JAN. 9

1/5/73 jb

*Industrial
Relations
Research
Institute*

TORONTO, Canada (Advance for Tuesday, Jan. 9)--A resolution asserting that the credibility of the U.S. Bureau of Labor Statistics has been impaired by events of the past two years was approved by the executive board of the Industrial Relations Research Association.

The board agreed that the credibility was hurt by such things as the termination of news conferences by bureau personnel and reassignment of key personnel.

The resolution also stated:

"Public confidence in the professional integrity and credibility of the bureau is essential, because it publishes data and materials which are used regularly in labor-management relations, business contracts, and economic forecasts.

"The board views with particular concern the acceptance of the requested resignation of the commissioner of labor statistics three months prior to the expiration of the statutory term of office, because this termination under these circumstances represents a sharp break with the long-established tradition that this position has not been regarded as a political appointment.

"It is most important, if further impairment of the credibility of the bureau is to be avoided, that the new commissioner be a person with the highest professional qualifications and objectivity.

"It is desirable that the decision to discontinue press briefings by the bureau's technical personnel should be carefully reconsidered.

"And . . . nothing in this resolution should be construed to indicate that this association questions the integrity of the preparation of Bureau of Labor Statistics figures."

-more-

Add one--resolution

The resolution, forwarded to Pres. Nixon, a number of cabinet and bureau officials, and U.S. Sen. Proxmire (D-Wis), was signed by Prof. Ben Aaron, Harvard University, 1972 president of the association; Douglas H. Soutar, New York City, vice president of the American Smelting and Refining Co., 1973 association president; and Prof. David B. Johnson, University of Wisconsin-Madison, the association's secretary-treasurer.

The resolution followed a report and recommendation by a special association committee consisting of Prof. Charles C. Killingsworth, Michigan State University, chairman; Harold L. Sheppard, Washington, D.C., Upjohn Institute; and Prof. Melvin W. Reder, City University of New York.

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UW news

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Release: **Immediately**

8/17/71

*Industrial
Relations
Research
Institute*

UIR Science Writing Division (263-2875)

By JEAN LANG
UW Science Writer

MADISON, Wis.--When his factory moves to a new location, the unskilled worker who moves with it will probably fare better than his co-workers who stay behind to find a new job.

According to James L. Stern, director of the University of Wisconsin's Industrial Relations Research Institute in Madison, making the decision to move can mean the difference between a permanent reduction in wages or an equal if not increased income.

From 1963 to 1967, Stern followed the fate of 946 unskilled production workers who lost their jobs when the Armour meat packing company closed its Kansas City, Kans., plant.

Three months before the closing, a committee of Armour representatives and union officials set up a manpower program. Aided by state employment services and vocational counselors, the committee attempted to place all workers in new jobs.

"When offered the choice of entering a re-training program, finding a new job in Kansas City, or transferring from Kansas to any one of a dozen other Armour plants, only 17 per cent of the workers chose to transfer," Stern noted. "But four years later these workers were earning an average of \$2,800 more per year than workers who had stayed in Kansas City."

Partly because of a favorable job market at the time of the plant closing, employees who immediately looked for new work found better paying jobs than workers who waited to re-train, Stern said, adding:

Add one--Stern

"These results were surprising. While other studies have shown that re-training pays off, the Armour study showed that workers who re-trained and were subsequently placed in jobs by the state employment service had the lowest earnings of all three groups."

Stern stressed that this finding does not deny the value of re-training. But it does show the need to determine in advance whether re-training will prepare a worker for a better paying job than he could find on his own.

Armour's manpower committee found that more workers could be persuaded to transfer to another plant if they were provided with moving allowances and an opportunity to visit the new town and factory in advance.

"Many of the workers who transferred were from minority groups and were understandably reluctant to move to an unknown community," Stern explained. "But by providing a variety of moving services, Armour was successful in getting them to make the break."

For these reasons, Stern feels that some federal money for job opportunities might be better spent on travel and moving expenses for transferring workers than on short term re-training programs.

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UW news

*Industrial
Relations Center*

From The University of Wisconsin News and Publications Service, Bascom Hall, Madison 53706 • Telephone: (608) 262-3571

Release: **Immediately**

9/17/69 js

MADISON, Wis.--A report, summarizing the adjustment program carried on during the 18 months following the shutdown of the Armour packinghouse in Omaha, Neb., was issued Sept. 17.

Although the future looked bleak for the 2,100 employees of the plant when the shutdown was announced almost two years ago, the manpower program conducted by the Automation Fund Committee, the community, and the employment service provided assistance for almost all of the workers, according to the report.

It was issued by Prof. Clark Kerr of the University of California, chairman of the committee established by Armour and Co. and the Amalgamated Meat Cutters and Butcher Workmen's Union (AFL-CIO). Company members are Harold Brooks, Walter Clark, and Fred Livingston. Union representatives are Ralph Helstein, Jesse Prosten, Glen Snyder, and James Wishart.

Directing the efforts to help the displaced Omaha workers was Prof. James Stern of the University of Wisconsin's economic department and Industrial Relations Research Institute.

His report states:

Of the 1,600 terminated Omaha employees, 216 transferred to Armour plants in other cities; 260 others drew some form of pension (127 drew the special early "1½" pension providing monthly payments 50 per cent greater than the normal amount

- more -

Add one--Armour

of older long-service workers); more than 1,000 received separation payments averaging \$1,800; 134 entered retraining programs.

Less than 40 per cent filed initial unemployment compensation benefit claims after being terminated.

A year after the closing, a survey was made of the workers who drew separation pay and decided not to enter retraining and sought jobs in the Omaha labor market. Of these, 614 were employed and 38 unemployed. The six per cent unemployment rate compares favorably with the experience of the workers terminated in prior Armour closings.

The report also notes:

"Job information services and placement and counseling efforts in a tight labor market situation may represent the most efficient tool for handling the adjustment of many workers. Probably less attention has been focused on the success that can come from use of this technique than on retraining, yet it seems to offer more promise for less cost under present day full-employment conditions.

"Pre-shutdown planning is vital to the success of the manpower adjustment program. Continuous education programs for adults can be organized. Early terminations may be arranged to permit the acceptance of alternative employment or entrance into training programs. Advanced notice gives workers the opportunity to make plans for the future.

"Adequate lead time also permits the manpower agencies to inventory the skills and desires of the workers to be terminated and the opportunities and alternatives that the community can offer."

Stern's report commends the Omaha community and the Nebraska employment service for their efforts to mitigate the adverse effects of the plant closing. The Omaha mayor appointed an "Armour Conditioning Team" to help find jobs for

Add two--Armour

displaced employes and to support the efforts of the local employment office. In addition, the team and the service were successful in obtaining supplemental federal retraining funds.

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(Editors: Copies of the full report may be obtained by writing the Industrial Relations Research Institute, 4315 Social Science Bldg., University of Wisconsin, Madison 53706.

UW news

From The University of Wisconsin News and Publications Service, Bascom Hall, Madison 53706 • Telephone: (608) 262-3571

Release: **Immediately**

2/28/69 mcg

Institute

MADISON, Wis.--An inside view of the ghetto, a look at rural poverty, and an idea of company hiring policies will be given students in a new course, "Employment Problems of the Disadvantaged," offered this semester at the University of Wisconsin.

The class has enrolled 54 students--15 of them black--carefully selected from a total of 150 applicants by the Industrial Relations Research Institute. It is directed by Prof. Gerald G. Somers, chairman of the economics department, and staffed by 30 experts from government, labor, and education. Half the staff are members of disadvantaged groups--13 black, one Mexican-American, and one American Indian.

In addition to earning three credits for the semester, students will earn an additional three credits by working during the summer in agencies striving to improve the employment status of disadvantaged groups. They will also earn the going salary.

The roster of lecturers includes George Bennett, executive director, and Lovell Dyett, Herb Cables, Luther Gatling, Rodney Smith, and Peter Cove of Manpower Assistance Project Inc., Washington D.C., who will discuss "Urban Problems as a Background for Understanding Employment of the Disadvantaged";

Add one--class in problems of disadvantaged

Robert L. Bennett, commissioner of the U.S. Bureau of Indian Affairs, himself an Indian; Atty. James E. Jones jr., assistant solicitor for the U.S. Department of Labor; Jesus Salas, director of Obreros Unidas, the union of migrant workers, Wautoma; Samuel Jackson, vice president of the American Arbitration Association, New York;

Nelson Edwards, United Auto Workers, Detroit; Ernest Green, Workers' Defense League, New York; Reynolds Tjensvold, specialist in labor relations; Joseph C. Fagan, chairman of the Wisconsin Department of Industry, Labor, and Human Relations; Flora Seefeldt, Milwaukee, who will give a "bird's eye view" of the ghetto; Nelson Cummings, director of the Madison Urban League; sociology Prof. Hylan Lewis, Brooklyn College; and Joseph McClain, Wisconsin Equal Rights Division.

UW faculty members taking part are Profs. Somers, Robert J. Lampman, Lee Bawden, and Glen G. Cain, economics; Profs. Donald Schwab, business; G.W. Foster, law; David Bradford, psychology; Seymour Spilerman, sociology; Vernon Haubrich, Poverty Institute; and Merritt Norvell, division of student affairs.

###

EMPLOYMENT PROBLEMS OF THE DISADVANTAGED

A Course to be Offered Second Semester 1968-69,
with credit for Employment, Summer 1969

by The
Industrial Relations Research Institute
University of Wisconsin
with

Partial Financial Support from Coalition for Youth, U.S.D.L.

I. Objectives of the Course

The aims of this pilot course are:

A. To provide an interdisciplinary approach to an understanding of the employment problems of the disadvantaged worker.

It is believed that to fully understand these problems a student must be exposed to a subject matter, going beyond the scope of any one discipline. At present, there is no one course at the University which attempts to draw its curriculum from all relevant knowledge in analyzing the problems of the disadvantaged in the employment process.

B. To provide the student with the opportunity to develop and utilize an interest in this field of investigation.

It is important that undergraduate students be encouraged to develop their interest in employment problems of the disadvantaged. By taking a course on the topic under discussion, the student can become actively involved both theoretically and practically in the issues. Interested students can then be encouraged to continue their interests, thereby adding to the supply of skilled and concerned manpower in this field.

C. To provide the undergraduate student the opportunity for active field work in this area of study.

More often than not, theoretical understanding of problems are never tested under actual operating conditions. This course will attempt to relate both facets of understanding for the student. This can be accomplished by allowing the student the opportunity to become actively involved in an on-going poverty agency.

D. To provide the format by which interested students can meet and share their insights with their fellow students and competent scholars and practitioners in the field.

To accomplish these objectives, The University of Wisconsin will offer in the Spring semester of 1969 (February 1969) a course entitled, "Employment Problems of the Disadvantaged."

II. The Description of the Course

For administrative reasons, this course will be placed under the Industrial Relations Research Institute, an interdisciplinary arm of the University.

A. Mechanics: an overview

The basic structure of the course will consist of three inter-related parts. Phase I will be the classroom instruction; Phase II will consist of student field work; and Phase III will be the follow-up and pupil evaluation.

In Phase I, the students will attend class three (3) times a week for three (3) credit hours of university work. An additional hour of class time may be added. The primary method of instruction will be the lecture method. Guest lecturers will frequently be employed to add their expertise to the problem or topic presently under discussion. However, free and active discussion will be encouraged.

Curriculum in this phase of the course will be multi-disciplinary in nature. In keeping with the proposed curriculum, the major areas of investigation will be:

1. Sociological theory relating to employment and minority problems
2. Economic theory of the labor market and poverty
3. Educational theory relating to the disadvantaged
4. Psychology of work and labor-management relations.
5. Urban problems
6. Research methodology in field work

Student responsibilities during this semester of class work, will consist of reading and paper assignments which occupy the normal three credit-hour's work load. Written exams will be replaced by short written exercises that will train the student in the methods of analyzing cases and problems with an interdisciplinary insight.

Student field work will begin in Phase II. During the school semester of Phase I, students will meet with the instructor to determine which area of field work placement would be most rewarding in terms of the student's interests. In addition, placements will also be made (wherever possible) to comply with the geographic preferences of students. During Phase II an emphasis will be placed on agency placements which will offer the student active participation in an on-going poverty program. Furthermore, special provisions will be made for students who wish to investigate unique topics. It is hoped that this field work will represent full-time employment by these agencies. In this respect, students will be treated by these agencies as employees--not as out-side researchers.

The course instructor will be available throughout the summer field work period to assist individual students in their efforts and to advise them in case of problems.

University credit will be granted for this work. In accordance with a recent University of Wisconsin ruling on student summer activities, such credit can now be granted for active student participation in course-related summer activities that are under the supervision of a faculty member. The credit value of this effort will be three (3) credit hours.

In the Fall of the next academic year, the program will enter Phase III. Early in the school year, students will present the instructor with a paper. This paper will deal with a pre-arranged topic of interest. Also, each participating agency will forward an evaluation sheet on each summer intern. The class will meet at informal times for the first week of the new semester, at which time, summary statements will be made. In addition, one or two students will be asked to present the products of their investigation.

Individual student grades will be given based on the term paper, agency evaluations of internship, and the contributions made to the seminar as a whole. Students who are unable to take the field work portion of the course will be given an incomplete grade for the first portion of the course, and can make up the field work upon mutual agreement with the instructor.

B. Course development and time table

Efforts to establish and implement this course will proceed as soon as possible. In the Fall semester of 1968, the following will be undertaken:

1. Agencies will be contacted and negotiations will proceed for internship positions.
2. The reading list, guest speaker schedule, and work assignments will be compiled.
3. Students will be selected.

Agency placement development

An effort will be made to contact by letter or phone, all public and private agencies which are actively engaged in anti-poverty programs. A recent survey of the Inner Core of Milwaukee revealed some 500 such agencies with activities in this area. In addition, federal and state programs that are located in other areas of the country will be contacted. An effort will also be made to participate in the federally sponsored Urban Corps. In each of the negotiations, details will be expressed in writing as to the responsibilities of the participating organizations towards these students. It will be made explicitly clear that these students are engaged in field work, and are to be treated as employees of the institution.

Faculty and interdisciplinary preparation

In at least two of the three weekly class meetings of Phase I, guest lecturers will present discussions and lectures on particular aspects of the broad curriculum. While the definitive list of speakers cannot be present at this time, the following represents the varying array of speakers who will be contacted to discuss their particular expertise:

University of Wisconsin:

David Bradford, Assistant Professor of Psychology
Glen G. Cain, Associate Professor of Economics
David Chaplin, Assistant Professor of Sociology
Kenneth M. Dolbeare, Assistant Professor of Political Science
John A. Gardiner, Assistant Professor of Political Science
David A. Grant, Professor of Psychology
Lee W. Hansen, Professor of Economics
Chester W. Harris, Professor of Educational Psychology
Herbert J. Klausmeier, Professor of Educational Psychology
Michael Lipsky, Assistant Professor of Political Science
Leonard E. Ross, Professor of Psychology
Leo F. Schnore, Professor of Sociology
Gerald G. Somers, Professor of Economics
Burton A. Weisbrod, Professor of Economics

In the area of vocational training:

Alvin Altmayer, Chairman and Dean, Continuation School,
Milwaukee Technical College
Gordon Buray, Project Director, Disadvantaged Youth,
Milwaukee Technical College
Paul Hansen, Director of MDTA Training,
Milwaukee Technical College
Prenton Kellenberger, Dean and Director, Economic Opportunity
Act Project, Milwaukee Technical College
Spiro Mehail, Curriculum and Teacher Training Coordinator
Milwaukee Technical College

Efforts will also be made to contact representatives of business to discuss the problems of the disadvantaged from their vantage point. Of special interest will be the experience at the Inland Steel Plant in Milwaukee.

Similarly, guest speakers from unions will be asked to attend class meetings.

Finally, governmental personnel with particular expertise in specific topics will be asked to address the seminar. These individuals will be contacted at all levels of government.

Student selection and preparation

Announcements of course offerings will be distributed in the Fall semester. Applicants will be interviewed to determine their credentials for admission. Minimum requirements will include junior class standing and a cumulative grade point of 2.5. In addition, a screening interview will be used to determine each student's preparation for this course. In cases where a student is judged to be deficient in the social sciences, he will be placed on the waiting list for the next academic year. His acceptance, of course will depend on the removal of these deficiencies. Among those who have adequate preparation, entrance will be competitive. Students will be informed of their acceptance or rejection in time for pre-registration for the following semester.

Student enrollment will be limited. Seminar discussions and individual student attention are a direct function of enrollment size.

Students will also be encourage to follow up this course with other related courses. A partial listing of such course offerings follows:

Introductory Courses:

- Economics
- Psychology
- Sociology
- Social Psychology

Specific Intermediate Level Courses:

- The Labor Market--Economics 450
- Principles and Programs of Counseling and Personnel Work--
Counseling and Behavioral Studies 600
- Human Resources and Economic Growth--Economics 550
- Sociology of Occupations and Professions--Sociology 643
- Race and Ethnic Relations--Problems of Minority Groups--
Sociology 424
- Human Abilities and Learning--Educational Psychology 340
- Psychology and Learning--Psychology 414

Industrial Relations 300 Agenda

<u>DATE</u>	<u>TOPIC</u>	<u>SPEAKER</u>
Feb. 4	Introduction	✓ Gerald Somers, Chairman Dept. of <u>Economics</u> , UW <i>UW ✓</i>
Feb. 6	Economics of Poverty	✓ Robert J. Lampman Prof. of <u>Economics</u> , UW <i>UW ✓</i>
Feb. 11	Bird's Eye View of the Ghetto	✓ * Flora Seefeldt, Milwaukee <i>UW ✓</i>
Feb. 13	Racial Insularity and the Labor Market	✓ * Samuel D. Proctor, Dean Special Projects, UW <i>UW ✓</i>
Feb. 18	Rural Poverty	✓ Lee Bawden, Assoc. Prof. <u>Econ. & Agr. Econ.</u> , UW <i>UW ✓</i>
Feb. 20	Urban Problems as a Background for Understanding Employment of the Disadvantaged	✓ * Lovell Dyett, * Herb Cables, * Luther Gatling, * Rodney Smith, & Peter Cove, Manpower Assistance Project, Inc., Wash., D.C. <i>UW ✓</i>
Feb. 25	Rural-Urban Movement of the Disadvantaged	✓ * Nelson Cummings Dr. John T. Blue, Chief <i>Director</i> Division of Program <i>Madison</i> Evaluation, Manpower <i>Urban</i> Administration, USDL <i>League</i>
Feb. 27	Hiring and Selection Policies of Industry	✓ Donald Schwab, Asst. Prof. School of Business, UW <i>UW</i>
March 4	Legal--Early Efforts to Obtain Fair Employment Practices	✓ G.W. Foster, Jr., Prof. of <u>Law</u> , UW <i>UW</i>
March 6	Legal--Techniques for Producing Systemic Changes in Employment Patterns	Foster
March 11	Legal--Contemporary Federal Machinery for En- forcing Antidiscrimination Laws	✓ * James. E. Jones, Jr. Asst. Solicitor, USDL <i>UW ✓</i>
March 13	Legal--Wisconsin Machinery for Dealing with Employment Discrimination	✓ Joseph C. Fagan, Chairman Dept. of Industry, Labor, <i>Min</i> & Human Relations, Wisc. <i>UW ✓</i>
March 18	Discussion Session	* MAP (see Feb. 20)
March 20	Psychology of Employment Disadvantages	✓ David Bradford, Asst. Prof. of <u>Psychology</u> , UW <i>UW</i>
March 25	Sociological View of Employment of Disadvantaged	✓ Seymour Spilerman, Asst. Prof. of <u>Sociology</u> , UW <i>UW</i>
March 27	The Sociology of Minority Problems	Spilerman

Apr. 1	Migratory Mexican-American Labor Problems	✓ Latin Am. Jesus Salas, Univ. Ext. Specialist & Obreros Unidas Director	<i>Latin migrant worker</i>
Apr. 3	American Indian Problems of Employment	✓ Indian Comm. Robert L. Bennett - Bur. of Indian Affairs, Wash.	✓
Apr. 15	Education Theory and Minorities	✓ Vernon Haubrich, Prof. Ed. Policy & Pov. Inst. UW	<i>YW</i>
Apr. 17	Discussion Session		
Apr. 22	Implementing Government Manpower Policies	✓ George Bennett, Ex. Dir., Manpower Asst. Project	✓
Apr. 24	Gov't. Manpower Policy--Local--Wisconsin Manpower Policy and the Disadvantaged	✓ * Joseph McClain, Equal Rights Division, Wisc.	<i>Min.</i>
Apr. 29	Job Counselling for the Disadvantaged	✓ * Merritt Norvell, Div. of Student Affairs, UW, & MRA	<i>YW</i>
May 1	Policies to Reduce Employment Discrimination	✓ Samuel Jackson, Vice Pres. Am. Arbitration Assoc., NY	✓
May 6	Union Policies to Aid the Disadvantaged	✓ * Nelson Edwards, United Auto Workers, Detroit	✓
May 8	Self-Help Activities for the Disadvantaged: OIC, Workers' Defense League, etc.	✓ * Ernest Green, Workers' Defense League, NY	✓
May 13	Company Activities to Aid the Disadvantaged	✓ Reynolds Tjensvold, Labor Rel., Kearney & Trecker	✓
May 15	Research Techniques--Participant Observer	✓ * Hylan Lewis, Prof. of Sociology, Brooklyn Coll.	✓
May 20	Research Techniques	✓ Glen G. Cain, Assoc. Prof. of Economics, UW	<i>YW</i>
May 22	Conclusion--Field Work Orientation	Gerald Somers, Chairman Dept. of Economics, UW	

Only 700 25393

To Madison Faculty: If it is your policy to make such announcements to your classes, we will appreciate your announcing the following:

Next semester the Industrial Relations Research Institute will offer I. R. 300, an interdisciplinary course entitled, EMPLOYMENT PROBLEMS OF THE DISADVANTAGED, under the direction of Professor Gerald G. Somers. The function of this course is to provide interested students with the opportunity to develop and utilize an interest in the field of minority employment problems.

This course will entail two meetings a week on Tuesday and Thursday between 1:00 p.m. and 2:15 p.m. Students will receive three credits for this course. In addition, students will be required to participate during the summer of 1969 in field positions in agencies that are engaged in improving the employment status of disadvantaged groups in our society. Students will receive three additional University credits for this work, plus the salary normally paid for this work.

Interested students should arrange for a preliminary interview in Room 6313 Social Science Building. At that time, students will complete a personal information sheet.

November 19, 1968

Mrs. Hazel McGrath
15 Bascom Hall
CAMPUS

Dear Hazel:

Enclosed please find the announcement of a new Industrial Relations course, **EMPLOYMENT PROBLEMS OF THE DISADVANTAGED**. Due to the need to act now on summer placement for participants in this course, students are asked to start signing up for the course now.

Any help you can give us by informing the local papers of the course will be appreciated. We have sent the announcement to the Cardinal. If you have any questions, please call me at 2-5393. Thanks very much for your help.

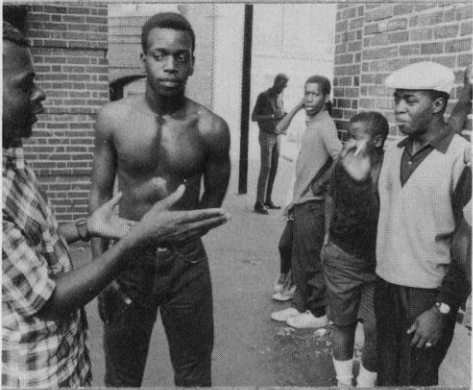
Sincerely yours,

Polly B. Fosdick
Project Supervisor

PBF

150 applications
54 accepted ; 15 blacks ; 5
grad students

WHAT IS M.A.P.?



Technical assistance in manpower development and training is needed as America intensifies its attack on involuntary poverty.

Manpower Assistance Project, Inc. (M.A.P.) has been organized to play a meaningful role in this manpower effort.

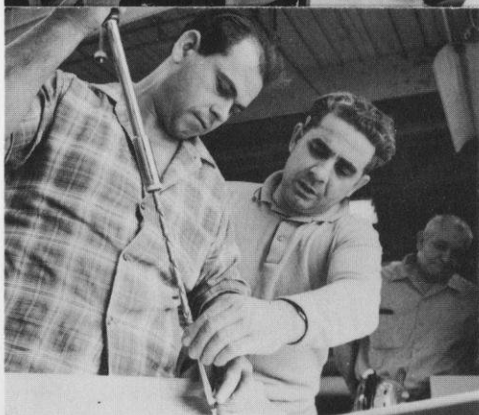
M.A.P. was organized in June 1968 as a private, non-profit corporation. M.A.P. is financed by the Department of Labor (DOL) and The Ford Foundation (Ford).

M.A.P. assists DOL and Ford to develop, implement and improve comprehensive manpower programs and systems throughout the United States. Under the direction of DOL and Ford, M.A.P. offers direct technical and training assistance to governmental, community, labor and business groups operating, or planning to operate, manpower projects.

Specifically, M.A.P. renders direct technical assistance to individual projects, trains local staffs, and develops staff training programs. In addition, M.A.P. trains a limited number of Manpower Interns, both formally and on-the-job. As well as developing competent operational personnel in the manpower field, M.A.P. also carries on program analysis to provide useful feedback to projects and their sponsors.

HOW DOES M.A.P. OPERATE?

M.A.P. supplies the Department of Labor and The Ford Foundation with field advisors (Manpower Specialists) as local projects are being planned, negotiated or reviewed. Technical assistance supplied by the Manpower Specialists include help to projects in planning comprehensive manpower systems, the preparation of proposals, setting up new projects, negotiating subcontracts, hiring staff, acquiring and renovating facilities, buying and leasing equipment, and initiating accounting and information systems. In addition, M.A.P.'s Manpower Specialists develop training sites for new and existing personnel in manpower projects, set up training arrangements in operating projects, and in universities. M.A.P. also makes use of consultants' services as needed.



M.A.P.'s Manpower Specialists also supervise the on-the-job training of the Manpower Interns.

MANPOWER INTERNSHIP PROGRAM

In the development of a greater nationwide manpower capability, M.A.P. has developed a 6-month Internship Program to train and place potential leaders in all aspects of manpower training and development. M.A.P. has put particular emphasis on the development of non-professional candidates to work along with candidates from manpower projects, universities, unions, business, state and local government. M.A.P.'s criterion is the selection of interns who demonstrate a potential for leadership in the manpower field.

The interns spend approximately 80% of their time under the direction of the Manpower Specialists in assisting projects throughout the country to launch individually tailored manpower programs. The remaining 20% of the intern's time is spent in academic course work, covering such subjects as National Manpower Policy, Labor Relations, Management of Manpower Programs, Economics, and other relevant subjects. Course work is conducted in conjunction with a number of major universities having expertise in the field of manpower development. Antioch College provides college-level credit for all interns in the program.

This combination of academic preparation and on-the-job experience provides the interns with an intensive exposure to diversified manpower programs.

WHO ARE M.A.P.'S STAFF?

M.A.P. is represented by an Executive Director, a Deputy Director and a number of Manpower Specialists. The staff is drawn from a variety of backgrounds and has a variety of interests. In addition, M.A.P. has available to it a limited number of competent interns as well as a number of part-time consultants.

MANPOWER ASSISTANCE PROJECT/INC

GEORGE BENNETT, Executive Director

technical assistance in manpower

1025 CONNECTICUT AVE., N. W.

THOMAS FLOOD, Deputy Director

TEL: [202] 266-1312

WASHINGTON, D. C. 20036

WISCONSIN CHAPTER

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

Public?
P R E S E N T S

The Impact of Title VII of The Civil Rights Act on Women's Rights:

Speakers:

what? re equal employ opp for women
minor, not act
Carolyn Davis, Director of the
Women's Department of United Auto Workers — *where?*
Detroit

Smers 2/882
McLehine 27334
George Raithel, Goble-Union Inc.,
Milwaukee, Wisconsin
dir. ind. & pub. relations
actual

This program will feature a discussion of The Impact of Title VII of the Civil Rights Act of the Women's Rights. Included will be material on the current problems in this area and prospect for future developments.

Wisconsin Center, Madison, Wisconsin

8:00 p.m.

Monday, December 5

School for work
Harry 122111
22818 - Guberman

UW news

From The University of Wisconsin News and Publications Service, Bascom Hall, Madison 53706 • Telephone: (608) 262-3571

Release: **Immediately**

11/22/68 mcg

Institute

MADISON--A course in employment problems of the disadvantaged that includes field work for pay next summer will be offered the second semester by the University of Wisconsin Industrial Relations Research Institute.

The interdisciplinary course will be directed by Prof. Gerald G. Somers, UW economist who is director of the Institute and chairman of the economics department.

Students will meet Tuesdays and Thursdays from 1 p.m. to 2:15 p.m. for three credits. They will be required to take part next summer in field positions in agencies engaged in improving the employment status of disadvantaged groups. They will be paid the normal salary for these positions and earn an additional three credits.

Interested students may arrange for interviews now in room 6313 Social Science building.

Prof. Somers has acquired an international reputation in the field of labor mobility and retraining and as a labor arbitrator. He has investigated depressed regions of West Virginia and northern Wisconsin. He has been adviser to the International Labor Organization in Geneva and carried out a special labor study at Keio University in Tokyo.

In 1962 he launched a four-year study financed by the Ford Foundation into programs of retraining for the unemployed which proved that substantial social gains follow such retraining.

#

NEWS

from

Institute,

UNIVERSITY EXTENSION

The University of Wisconsin

Office of Public Information, 432 N. Lake St., Madison, Wis. 53706 Phone 262-1156

2/5/68 jw

Immediately

MADISON--The problems of leadership in small business growth will be examined at a conference to be held at the University of Wisconsin Center Feb. 28 for owners and managers of small manufacturing firms.

Presented by the department of commerce, University Extension, the session will be led by Alan C. Filley, professor of commerce and associate director of UW's Industrial Relations Research Institute.

The meeting is planned to help participants pinpoint and understand the problems of leadership at each stage of business growth, and to use the principles of sound management to anticipate problems before they occur.

Information on registration is available from Kenneth Rindt, University Extension, 432 N. Lake st., Madison, Wis. 53706.

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LOCAL ITEM

Institutes

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

12/9/60

RELEASE:

Immediately

MADISON, Wis.--

recently attended an [industrial relations] workshop at the University of Wisconsin. Conducted by Management Institute of UW Extension, the session focused on labor relations problems.

Enrolled were 11 men from companies in Iowa, Illinois and Wisconsin. Discussion leaders included Lee C. Shaw, senior partner, Seyforth, Shaw, Fairweather and Geraldson, of Chicago; Richard Powers, associate professor of journalism at UW, and James A. Lee, supervisor of industrial relations for Management Institute.

MI arranges more than 200 educational programs each year as public services for business and industry. Last year more than 6,000 officials from firms throughout the nation came to UW for instruction in latest developments in their professional fields.

U.W. NEWS

*Industrial Relations
Center*

From The University of Wisconsin News and Publications Service, Bascom Hall, Madison 53706
Telephone (Area Code 608) 262-3571
10/26/65 mcg

Release: Immediately

MADISON, Wis.--Counties in northern Wisconsin, Minnesota, and Michigan in which unemployment is a problem will be studied by a team directed by Prof. Gerald G. Somers of the University of Wisconsin Industrial Relations Research Institute.

To get a clear picture of employment in the areas, interviewers will soon begin to ask questions of workers and employers in Ashland and Douglas counties, Wisconsin; St. Louis County, Minnesota; and Marquette, Gogebic, Iron, and Dickinson counties in Michigan.

The Wisconsin State Employment Service and the Wisconsin Resource Development Commission have cooperated in composing the questionnaire, selecting the persons to be interviewed, and choosing the areas to be studied. Sponsor of the project is the Area Redevelopment Administration of the U.S. Department of Commerce.

In addition to a control group of unemployed, groups to be interviewed include employees of new or newly expanded private industries and employees of public works projects.

Interviewing will be done by carefully trained students of the University of Wisconsin Center at Wausau, the University of Minnesota Center at Duluth, and Northern Michigan College, Marquette.

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Educational Committee

Change in Name of Industrial Relations
Research Center

That the name of the Industrial Relations Research Center
be changed to the Industrial Relations Research Institute.

U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON, WISCONSIN 53706

2/23/65 mcg

RELEASE:

Immediately

MADISON, Wis.--A Center for International Business Research, financed by the Ford Foundation and devoted primarily to the countries of Latin America, has been set up at the University of Wisconsin in Madison.

Approximately \$100,000 in support for the new center is part of the recent \$700,000 three-year grant the foundation made to Wisconsin to expand and strengthen the entire training and research program in Latin America. A previous Ford grant of \$1,200,000 in 1962 helped to set up the program.

The center will be the joint project of the School of Commerce, the Industrial Relations Research Center, and Ibero-American Studies Program. Prof. William Glade of commerce and economics is chairman.

"Through the very fine Wisconsin land tenure studies in Latin America, we are acquiring a substantial body of knowledge about agriculture there," Prof. Glade says. "As the area is in the process of shifting rapidly to an urban and industrial economy, however, our research orientation needs to be reshaped accordingly."

The center will support faculty research on the changing character of Latin American business and industrial organization as well as graduate student research in the field.

"Hopefully, this research will soon give us many more staff people with specialized knowledge of foreign business, marketing, financial structure, industrial relations systems, and the like," Prof. Glade says. "We expect that the center will study similar phenomena in other parts of the world, but for now this is a good place to begin."

-more-

Add one--UW Center for Business Research

The center will bring to the Madison campus lecturers and visiting professors with expertise in the area. It will also build up a specialized library collection and publish monographs about research in the business problems of the area.

The advisory board to the center, comprised of Wisconsin experts in a variety of disciplines, includes Prof. David Chaplin, sociology; Prof. Alan Filley, industrial relations and commerce; Profs. Harold Fraine, William Dodge, and Edward Werner, commerce; Profs. Everett Hawkins and Everett Kassalow, economics; Prof. E. R. Mulvihill, Spanish; and Prof. Hugh Cook, agricultural economics.

The balance of the \$700,000 from the Foundation, all to be used for Latin American research, has been allocated to such needs as new faculty, faculty research and travel, student fellowships and assistantships, summer intensive language and subject matter courses, overseas seminars, visiting Latin American scholars, and encouragement of collaborative research and training between professional fields and the social sciences and humanities.

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U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON, WISCONSIN 53706

2/18/65 jb

RELEASE:

Immediately

MADISON, Wis.--Persons migrating to Madison and Milwaukee to take new jobs are generally young, fairly well educated, earn good incomes, and are usually classified as white-collar employees, results of a University of Wisconsin survey show.

It also indicates that the geographical mobility of workers to these cities is most often job-centered, and for a sizable proportion, is the immediate vehicle from unemployment to employment.

Economic gain is viewed by the workers as the most important advantage of their move, and social losses as the biggest disadvantage. Moreover, these gains have created attitudes which increase the likelihood of their moving to even better employment possibilities in the future.

The survey was conducted in the summer of 1962. Part of a program of research on the functioning of labor markets, undertaken by the University of Wisconsin Industrial Relations Research Center, it was worked out in cooperation with the Wisconsin State Employment Service.

Economics Prof. Gerald G. Somers, director of the center, was in charge of the survey. He was assisted by Archie Kleingartner, Jamestown, N. D.; Graeme H. McKechnie, Toronto, Ontario; and Collette H. Moser, Chicago, University graduate students.

More than 200 persons who moved to Madison and Milwaukee between January, 1955, and December, 1960, were interviewed by representatives of the laboratory. The workers came from 27 different counties in the state.

-more-

Add one--survey

The survey showed that 67 per cent of the migrants to Madison and 40 per cent of those moving to Milwaukee had some college education, and that a majority are engaged in professional, managerial, and proprietorship occupations. These totals were substantially higher than comparable ones for the total male labor force in these cities.

Most of the persons interviewed were in the 25-34 age bracket. Twenty-seven per cent of the total labor force in Madison and Milwaukee is in the 45-64 age level.

Migrants to Milwaukee concentrated largely on trade and manufacturing; in Madison, the service industries and government provided the major sources of employment. Two-thirds of the mobile group left former locations to accept specific job offers. Three-fourths of them are satisfied with their current employment, feeling they are accomplishing something, have a fair amount of security, and are earning up near their potential.

Only a minority believe that, as a result of moving, they now have better social relationships with friends and relatives, improvements in cultural and recreational facilities, or better communities in which to live, however. Six of every 10 cited the loss of social relationships as an unfavorable consequence of their decision to move.

The introduction to the recently-released report on "A Survey of Geographically Mobile Workers" states:

"This movement into metropolitan communities is part of a continuing long-term rural to urban population shift, characterized by a search for greater economic opportunities and social and cultural advancement.

"At present, particular interest is focused on this type of labor mobility because of a national concern with technological unemployment and increased agricultural productivity."

U.W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON, WISCONSIN 53706

RELEASE:

Immediately

4/27/64 jb

Attn: Business Editor

By JACK BURKE

MADISON, Wis.--The critical need in manpower accounting is for better information on the demand side of the labor market, two researchers in industrial studies have learned.

Profs. L. Reed Tripp, until a few months ago director of the University of Wisconsin Industrial Relations Research Center, and Edward B. Jakubauskas of Iowa State University, recently completed two years of research on the topic, "Occupational Trends with Automation and Growth," a feasibility study of white-collar job shifts in the Madison area. Prof. Tripp is now dean of the College of Business Administration, Lehigh University.

"If employers in communities and nationally can systematize and furnish the public at large with occupational opportunity information," they said, "all other community groups, including educators, labor, development groups, the public, and even individual employers themselves will be much better informed on future job prospects and trends."

"If such information is not provided in a fast-changing industrial society, it is likely that programs to deal with unemployment, skill acquisition and manpower development will continue to flounder on the morass of ignorance of actual work needs."

Madison was selected as the experimental city for this research project, supported by several private and public grants, for several reasons:

A high concentration of office and other white-collar workers makes it ideal for portraying trends of employment for this type of work, and

-more-

Add one--manpower

The industry mix, with a concentration of governmental, UW, and insurance functions suggestive of possible introduction of computer installations on a wide scale.

The scope of the study was focused on professional, technical, clerical, managerial, supervisory, and related employees, this covering about half of Madison's active labor force in these groups.

"Labor supply characteristics (such as are surveyed in many other studies) are meaningful only if they match or can be adjusted to the changing work requirements of manpower demand, which is the reason for this project," Profs. Tripp and Jakubauskas contended.

"The great gap in such studies is the lack of information on employer demand for specific skills and work types which can change critically and abruptly with changes in technology as well as from other causes."

Today's dynamic economy, they contended, implies for the manpower segment a continuous process of change in skill development and utilization, skill destruction, and skill acquisition.

"The complex interaction of these processes with other economic variables may bring about hardship to certain individuals in terms of prolonged periods of unemployment, the need for retraining, and often the necessity for geographical mobility," the report continued. Thus, it stated, the question of whether it is possible to know these developments so that people can better prepare for and minimize costs of readjustment takes on major social importance.

There were nine per cent more clerical, technical, and professional employees in Madison in 1963, compared with 1962, with secretarial jobs showing the biggest growth, 11 per cent. Data processing work increased even more markedly during this period. Firms using computer equipment showed a decline of clerical and traditional office machine help but climbed in secretarial and several professional and technical categories.

Add two--manpower

"This analysis led to the suggestion that, apart from productivity increases attributable to automation, the impact of computers on labor force requirements may involve much sharper skill or other work adjustments than the productivity trend per se would imply," the report stated.

"It is significant that in the study of labor market dynamics unfilled vacancies were noted and no marked degree of layoffs was found, in spite of the fact that much (automation) equipment was being introduced in the past two years.

"If opportunity displacement becomes important in the future...its impact again is a problem that can be traced to the nature of the response that society will have not only to stimulate job opportunities but to understand and communicate opportunity information as well as education and training."

In an economy characterized by the joint processes of automation and growth, the researchers noted, the need for obtaining data on changing job requirements of employers in both industrial and governmental areas represents the critical need to answer such questions as "training for what?" and "where?".

The regular collection and dissemination of such information on a continuing and updated basis would provide, they said, much better knowledge than now available, on which career decisions, educational curricula, and motivating programs of assistance could be based. The report concluded:

"Viewed against the outcries of fear and frustration directed against the current phenomenon of automation, this study represents a positive and hopeful approach to the necessity of a modern industrial society to take such steps as are required--not only to establish the acceptance of technological change, but at the same time to lessen human hardships accompanying automation and economic growth."

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U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

10/10/62 mcg

RELEASE:

3:30 P.M. CST Thursday, Oct. 10

Attn: Business Editor

MILWAUKEE, Wis.--(Advance for 3:30 p.m. CST Thursday)--A University of Wisconsin economist has suggested that universities and business firms get together and plan research that will help the labor market adjust to the new technology.

Prof. Edward B. Jakubauskas of the UW economics department and the Industrial Relations Research Center made his suggestion Thursday at the 10th annual conference of the Society for Advancement of Management meeting in Milwaukee.

"Unless a closer relationship can be developed between the two groups in this area we will find that many of the problems of retraining and adjustment to change in the current decade will continue to generate misunderstanding between labor and management," Prof. Jakubauskas said.

"Trial-and-error policies enacted without the guidance of prior planning through research findings in this field will cause needless waste of resources and raise costs of firms introducing changes, as we grope for solutions in reaching mutual adjustments between the needs of efficiency for managers in industry and realistic job prospects for workers.

"A small investment in time and money could very well reap a sizeable return in terms of providing an orderly system of change for all those involved in the introduction of new equipment on the industrial scene," he said.

Jakubauskas pointed out that while the increase in the labor force amounted to a little over 800,000 per year during the 1950s, this increase is expected to double in the 1960s.



-more-

Add one--Prof. Jakubauskas

"Bureau of Census estimates suggest a labor force growth of from 12 million to 14 million workers, with most of the increase occurring in the second half of this decade. It is believed that this increase will be the greatest for any ten-year period of our history--50 per cent greater than during the 1950s," he said.

The increase will come from entry into the labor force of more women, expected to comprise about 40 per cent of the increase; and from men in the younger age groups, especially for those under age 25, he said.

"It appears that there will be an absolute decline in the number of workers in the middle-age group of 35-44, which most often comprises the highly-trained work force for most establishments, and middle-management personnel in the supervisory positions. There will in all likelihood be stiff competition for skilled and highly trained personnel in this age group in the years ahead.

"Current estimates are that there will be 46 per cent more younger workers under the age of 25 in the labor force in 1970 in comparison with 1960. Also, it is estimated that more workers will be 45 years of age and over in 1970 than in 1960, despite earlier retirements. The old tune sung during the World War II years, 'They're either too young or too old,' will be voiced by many hard-pressed personnel managers in the late 1960s as shortages for key personnel develop in this highly desirable age group," Jakubauskas said.

As the need grows for workers with a higher level of skill, there will be less need for the relatively unskilled and those doing manual labor, he said. "The U.S. Department of Labor estimates that from 1960 to 1970 there will be a 40 per cent increase in professional and technical employment, and increases of 30 per cent in clerical and sales, 25 per cent in service fields, 25 per cent in the managerial occupations, and 25 per cent for the skilled production workers. A moderate increase of 20 per cent is estimated for the semi-skilled groups of occupations."

There will be no change in the number of unskilled workers needed over the decade of the 1960s, and there will be a 15 per cent decrease in the number of farm workers needed, due to continuing gains in productivity in this sector of the economy, Jakubauskas said.

U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

2/9/62 mcg

RELEASE:

Immediately

MADISON, Wis.--The problems of both blue-shirt and white-collar workers in the United States will be intensively investigated by the University of Wisconsin as the result of acceptance of two grants totaling \$210,000 by UW regents Friday.

With \$155,000 from the Ford Foundation, the economics department will study retraining and relocation of unemployed labor under direction of Prof. Gerald Somers, specialist in labor economics and industrial relations.

The Industrial Relations Research Center will study impact of technological change on the white-collar labor force with a grant of \$55,000 from International Business Machines Corp. Prof. L. R. Tripp will have charge of this project.

Prof. Somers, who has done research on labor mobility in the U.S., Great Britain and France on a Guggenheim Fellowship, will undertake the new U.S. study because "there has been a gradual increase in the number of long-term unemployed during the last decade, and many of these are concentrated in a growing number of areas of persistent labor surplus."

His research will include a general appraisal of public and private programs of retraining in the U.S. by means of reports, interviews, and field trips, as well as detailed study and appraisal of retraining programs in West Virginia. Guided by a national advisory committee, the study will utilize research personnel at Wisconsin, West Virginia University, Marshall University, and other universities near area retraining centers.

-more-

Add one--workers studies

Prof. Tripp's study is part of a larger study on social and economic impact of automation and the human adjustment required for economic change. His research will "take account of the broad trend of increasing white-collar employment and of specific cases where office machines have been introduced and are doing more work with the same number of workers. We are interested in finding out if people will have less opportunity, temporarily, and more, eventually, with automation," he explains.

Prof. Tripp will use government statistics, field studies, Wisconsin income tax returns, and other pertinent data available, in completing his study, which he hopes will fill the existing gap in information about the office worker.

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LOCAL ITEM

12/10/59

INSTITUTES
FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

Immediately

RELEASE:

MADISON, Wis.--A conference at the University of Wisconsin relating industrial public relations to the industrial personnel department was participated in by 20 personnel supervisors and executives including

The Management Institute of the UW Extension Division conducted the personnel management conference as one of the some 200 institutes, conferences, workshops and seminars it sponsors throughout the year as educational public services for the personnel of business and industry.



Institute-Industrial Relations Institute U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

6/27/56 dg

RELEASE:

Immediately

MADISON, Wis.--The trends in industrial relations--which are of heavy consequence to finance--are contained in a new publication by the University of Wisconsin Extension Division.

The 173-page booklet, "Trends in Labor-Management Relations," features candid comments and opinions on the day's most controversial labor issues by key personnel in management, government, and labor.

Secretary of Labor James P. Mitchell leads the list of noted contributors. Among 24 other top men included are Guy Farmer, chairman of the National Labor Relations Board; Lambert H. Miller, general counsel of the National Association of Manufacturers; and A. H. Hayes, international president, International Association of Machinists.

Issues covered in "Trends" include the Taft-Hartley act, federal-state jurisdiction over labor-management relations, state right-to-work laws, collective bargaining, mediation and arbitration, and social legislation.

One of the many frank discussions, for example, concerns the role of government as a referee in industrial disputes.

The position that federal jurisdiction tends to strengthen union organization while an increase in state authority usually benefits employers is forwarded by Archibald Cox, Harvard University law professor and formerly of the Wage Stabilization Board.

-more-

ad one--trends in industrial relations

"How far does--and should--federal regulation of labor-management relations extend?" Cox asks and then discusses this issue.

An additional feature of the booklet is a presentation of the implications of the AFL-CIO merger, the most **critical** event of the decade in labor relations.

"Trends in Labor-Management Relations" is a distillation of talks given at the Industrial Relations Institute on the University of Wisconsin campus. Top-flight personnel from throughout the United States took part in the sessions.

Copies of "Trends" at \$3.50 each may be obtained from the Bookstore, University of Wisconsin Extension Division, Madison 6, Wis.

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Industrial Relations Center FEATURE STORY

6/18/56 gm

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

Immediately

By GEORGE MILLER

MADISON, Wis.--An adventure in world understanding for German students of industrial relations has ended at the University of Wisconsin.

For the last five years groups of German students have been studying at the University's Industrial Relations Research Center under a U. S. State Department program.

"This year scholarship funds for European students were cut and this program for non-academic students of industrial relations lost its federal appropriation," L. Reed Tripp, director of the center, said.

A total of 107 German students has attended the University of Wisconsin during the five years that the training program was in operation. This year the program included 17 men and three women, who studied here for nine months.

Two American universities participated in the program, Wisconsin and Manhattan College, N. Y.

The purpose of the program was to give German students an opportunity to study and observe American labor-management relations and democratic institutions.

This year the industrial relations trainees at Wisconsin decided to found the first German industrial relations research center at Berlin. It will be similar to the American Industrial Relations Research Association centers at Cornell, Princeton and the Universities of Illinois, California, and Wisconsin. The German center will serve as a clearing house for the collection and distribution of industrial relations information.

-more-

ad one--German students

Charter members of the German association include this year's Wisconsin student group and membership will be open to all German trainees who have participated in the program at Wisconsin and Manhattan College during the last five years.

The trainees were enrolled at Wisconsin as special students. They lived in university dormitories each sharing a room with an American student.

The trainees represented German industrial life and occupational groups including a grain wholesaler, lawyer, economist, truck driver, mason, mechanic, insurance clerk, crane operator, and an assistant manager of a machine and gear factory.

A student's reaction to this opportunity to study and tour America was summed up last year by Roland Haustein, Offenbach, Germany, who said: "The many lectures and field trips increased our understanding and eliminated some foolish and serious biases about America. In less than a year we learned a lot about the United States and I know that I speak for all of us when I say that we not only learned about a country but we also learned to love a country."

The U. S. State Department reported that there were 37 applicants for every opening and that only candidates who represent the future leaders of German industrial life were accepted for training at Wisconsin.

During their stay in Madison the German trainees studied labor relations, political science, English, American history, and economics.

"They were here to study the American way of life -- not only from books but also from visits to plants, trade union halls, public schools, jails and court houses," Mrs. Ann A. Mire, coordinator of the program, said.

"This year they took over 50 field trips including 19 cities in Wisconsin and 10 cities in six other states plus many industrial tours of their own. In a very real sense their headquarters was the Madison campus but their workshop was the United States."

ad two--German students

Among their field trips in Wisconsin were the Allis-Chalmers Manufacturing Co., Milwaukee; the Parker Pen Co., Janesville; Bowman Farm Dairy, Madison; and Johnson Wax Co., Racine. They visited the Wisconsin legislature and Gov. Walter J. Kohler, and attended the annual convention of the Wisconsin State CIO Council.

During the spring vacation period the group toured the South visiting Tennessee, Alabama, Georgia, and Louisiana. They visited industrial plants, educational institutions, American historical sites, and power dams along the Tennessee river.

Cost of the program was borne by the United States government under the direction of the State Department.

Each student received his board, room and tuition. In addition he was given an \$81 per month allowance, \$150 for travel and \$90 a year for books.

Each trainee received subscriptions to Time, The Reporter, U. S. News and World Report, and a reference copy of the New York Times, Wall Street Journal, Business Week and AFL & CIO News.

"We do not measure the success of this program solely in terms of the amount of learning and the breadth of experience received by the trainees," Tripp said. "Much of the success arose from the understanding of Germany and of Europe which the Germans helped Wisconsin students achieve in their many Madison contacts."

####

U. W. NEWS

5/21/56

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

Immediately

MADISON, Wis.--The University of Wisconsin will offer a course of study leading to graduate degrees in industrial relations.

Plans for the new program, to begin next fall, were announced today by L. Reed Tripp, director of the Industrial Relations Research Center.

"The industrial relations course of study will be distinctive in that emphasis will be placed on individual instruction and interrelated departmental training. There will be no separate course of industrial relations," Tripp said.

Graduate students will combine courses in psychology, economics, commerce with the departments of law, journalism, sociology, political science and education.

"Each student's course of study will be tailored to his individual requirements and goals," Tripp said. He pointed out that industry has been demanding more and more students trained in research methods in two or more fields.

"The Wisconsin program is designed to turn out mature staff men with well-rounded training to grapple with the complex problems of human relations in a modern industrial society," Tripp said.

A special faculty advisory and examining committee will be appointed for each graduate student.

Students will be accepted for the graduate industrial relations program in September for the 1956-57 school year. They will be expected to meet the entrance requirements of the Graduate School and will pursue work leading to the master's and doctoral degrees.

-more-

ad one--industrial relations

The candidates must have a bachelor's degree in liberal arts, business administration, engineering or other appropriate fields.

"Students must show personal and academic qualifications in the use of industrial relations knowledge and techniques and will be expected to demonstrate competence in statistics and mathematics as a basis for graduate research," Tripp said.

The new graduate program will be administered through the Industrial Relations Research Center.

The Wisconsin program also offers research opportunities in many fields of industrial relations study including public policy and organizational behavior, political pressure groups, union organization, collective bargaining, counseling and placement, wage and salary administration, safety and accident services, and the legal framework of management-labor relations.

The program will give strong emphasis to special seminar and research training. Doctoral candidates must conduct publishable research in their last two years of graduate study.

A total of 14 Wisconsin faculty members will serve on the industrial relations committee:

Edwin E. Witte, chairman, economics; E. A. Gaumnitz, dean, School of Commerce; L. H. Adolfson, director, University Extension Division; Abner Brodie, law; David W. Belcher, commerce; Scott M. Cutlip, journalism; Ronald L. Daggett, mechanical engineering; Robert L. Clodius, agricultural economics; Karl U. Smith, psychology; Edwin Young, economics; Robert Ozanne, director, School for Workers; Richard Sullivan, chairman, department of commerce, University Extension Division; Ralph K. Huitt, political science, and Bryant J. Kearl, agriculture journalism.

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MADISON NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

Immediately

12/13/54

University of Wisconsin Economics Profs. Edwin Young, E. E. Witte, L. R. Tripp, Harold M. Groves, Theodore Morgan, and W. V. Wilmot will be in Detroit Dec. 28-30 to attend concurrent meetings of two professional associations.

Prof. Young, chairman of the UW department and director of the [Industrial Relations Research Center], and Prof. Tripp will report to the Industrial Relations Research Association (IRRA) as secretary-treasurer and editor respectively. Prof. Witte will lead the IRRA section which discusses contributed papers.

For the American Economic Association meetings Prof. Groves will be chairman of the taxation and income distribution section; Prof. Bronfenbrenner will discuss "Trade and Foreign Investment Implications of the U. S. Farm Products Disposal Program"; and Prof. Morgan will be on the panel discussing "Long-Term Trends in International Trade."

Among those reading papers or leading discussion will be the following who did their graduate work in economics at Wisconsin:

Frank A. Hanna, Duke University; D. G. Johnson, University of Chicago; E. W. Clemens, University of Maryland; Roy Blough, United Nations; Ewan Clague, Bureau of Labor Statistics; Walter Heller, University of Minnesota; William Knowles, Michigan State College; Kenneth Roose, Oberlin College; Howard Kaltenborn, Industrial Relations Counselors, Inc.; William Haber, University of Michigan; Russell Allen, International Brotherhood of Papermakers; and W. E. Chalmers, University of Illinois.

####

U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

4/10/54

RELEASE:

Immediately

MADISON--The University of Wisconsin Board of Visitors praised efforts of UW administration and faculty to improve quality of teaching and called attention to the need for more advising and counseling of students in their annual report submitted to regents Saturday.

The board, made up of Wisconsin citizens appointed by the regents, the alumni, and the governor, visited the campus every month during the past year to interview students, faculty, administrators, and alumni. They placed special emphasis this year on the student's needs in advising and counseling because "both our society and the University are becoming more and more complicated."

After a thorough study of advisory methods used on the campus for students in the fields of engineering, commerce, education, home economics, and agriculture, the board reported:

"The individual attention given students by their advisers in the aforementioned schools is very valuable in helping students to find themselves, to help them when they run into difficulties, and to reduce substantially the percentage of failures. We believe these successful methods of advising should be followed throughout the University."

Of the students they interviewed the board reported:

"We have, as in former years, been greatly impressed by these students. They are intensely loyal to the University but at the same time are very frank, and we think, in general, rather fair and discerning in their appraisal of University matters which affect them."

-more-

ad one--board of visitors report

The board's report called attention to the need for:

1. Increased efforts to acquaint the people of the state with University budget problems in plenty of time so that people who have to make decisions will be thoroughly aware of the problems;
2. Additional dormitories for both men and women because "prospective students at the present time, especially women, are discouraged from coming to the University because of the lack of dormitory facilities";
3. Retaining Wisconsin High School "because it is an important adjunct of the University. It provides opportunities for observation, research, and practice teaching for University students under the most effective conditions";
4. Effective and efficient methods for placing graduates of all colleges and departments. "Since it is agreed that this is an important function, adequate facilities should be furnished for interviews. Complete records on individual students should be available to prospective employers."

After studying the problems of evaluating the educational credits of students transferring to the University from state colleges and from other U. S. universities and colleges, the board reported:

"We were happy to find that the University is interested in high standards, and fights for them, and we are also glad to report that those charged with the duty of administering this transfer problem are conscious of, and do not lose sight of the human values involved. We conclude that the University of Wisconsin does not discriminate for or against any transfers, either from state colleges or any other universities or colleges."

The board found much to praise in its report:

"We are pleased to observe that there is an ever-increasing interest throughout the University in improving the quality of teaching. This is evidenced by the granting of awards for superior teaching, by increased in-service training, by more careful screening of candidates for graduate teaching assistantships, and we think, by a greater emphasis on the quality of teaching.

ad two--board of visitors report

"We are proud of the up-to-date, efficient type of facilities which the State is providing for undergraduates, research and special services which benefit the entire state" in the new Memorial Library, Babcock Hall, and the new Home Economics wing.

High praise was extended the University for its effective use of the Arboretum, "a great outdoor laboratory for research, and teaching, and practical demonstration in many fields"; and for the School of Pharmacy "which has furnished leadership in the field of pharmacy throughout the United States."

Special mention was made of the University's contribution to society through the {Industrial Relations Research Center, the School for Workers, and the Industrial Management Institutes.

Pointing out that "here is a real chance for the University to display outstanding leadership in the cause of cooperation between business management and labor," the board added that combined planning and the realization of a common purpose in the work of the three organizations "could lead to great benefit for the citizens of the State. The real purpose should be their common good."

####

WIRE NEWS

4/1/54

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

Immediately

MADISON--Mlle. Simone Lepertois, Paris, assistant to the chief of the French Bureau of International Labor Relations, will be on the University of Wisconsin campus April 1-8 to study the Industrial Relations Research Center directed by Prof. Edwin Young.

Miss Lepertois, whose four-months visit to the United States is sponsored by the U. S. Department of Labor, has already studied the workings of the National Labor Relations Board in New York, the Princeton Industrial Relations Center, and labor relations in New England.

Her program, which will take her next to Chicago and Detroit, has been planned to include visits to industrial relations centers as well as direct observation of mediation, conciliation, and arbitration at work in labor-management affairs.

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An adventure in world understanding

STATE DEPARTMENT PROGRAM FOR
GERMAN INDUSTRIAL RELATIONS TRAINEES
1954-55

THE UNIVERSITY OF WISCONSIN
INDUSTRIAL RELATIONS CENTER

FOURTH ANNUAL REPORT
OF THE
STATE DEPARTMENT PROGRAM
FOR GERMAN INDUSTRIAL RELATIONS TRAINEES
1954-1955
at the
INDUSTRIAL RELATIONS RESEARCH CENTER
of the
UNIVERSITY OF WISCONSIN

Edwin Young, Director

Ann M. Mire, Coordinator

James F. Crawford, Project
Assistant

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FOREWORD

This Report describes the activities of the fourth group of German industrial trainees at the University of Wisconsin. This year's program has been the most successful of our four programs. In part, this is due to the skill and experience we have gained over the years. In part, it is due to the high calibre of students who came. It is our impression that the Americans and Germans who select the students for this program are steadily doing a better job. Finally, much of the credit for our better program, and I am quite convinced our previous programs were good, goes to the staff, in particular to Mrs. Ann Mire whose sympathy and understanding made the trainees feel very much at home from the moment they reached Madison.

We do not measure the success of this program solely in terms of the amount of learning and the breadth of experience received by the trainees. Much of the success, in our eyes, arises from the understanding of Germany and of Europe which they help our American students achieve in their many campus contacts.

Furthermore, the program of the industrial trainees established new contacts between the University and Wisconsin industry, community organization, government officials and others. These contacts provide us and the many Wisconsin citizens who for four years have helped to make this program possible with continued understanding of our own community.

The impetus for this program and the overall directions came from the State Department, and particularly from Miss Marietta Houlihan. She deserves no little credit for our achievement. She was helpful, understanding and always available to assist us.

For myself, I consider this program to be one of my most important academic experiences.

Edwin Young, Director
Industrial Relations Research Center
University of Wisconsin



Mr. Walter J. Kohler, Governor of the State of Wisconsin, meets with the students at the State Capitol in Madison.



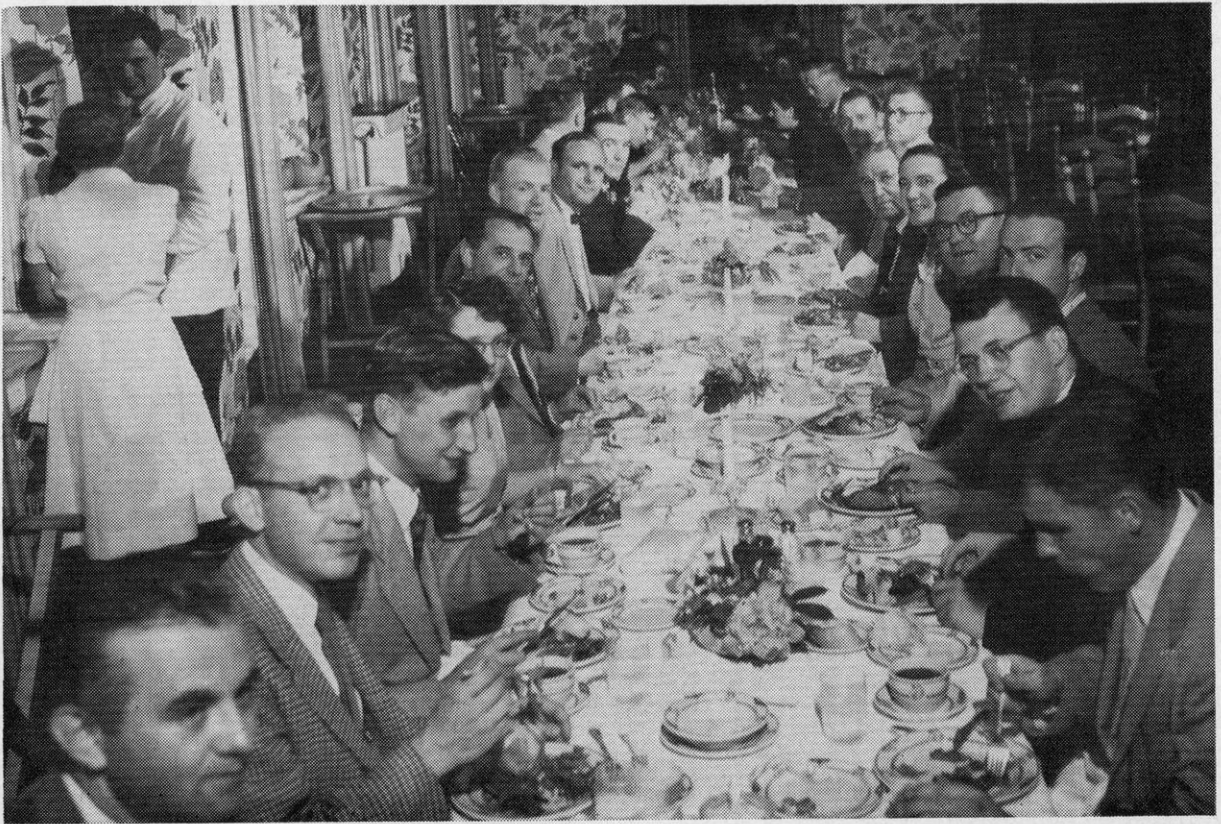
The students in the Conference Room of the Stockham Valves and Fitting Co., Birmingham, Alabama.



Prof. Edwin Young, Director of the Industrial Relations Research Center, conducting a class on Labor Problems.

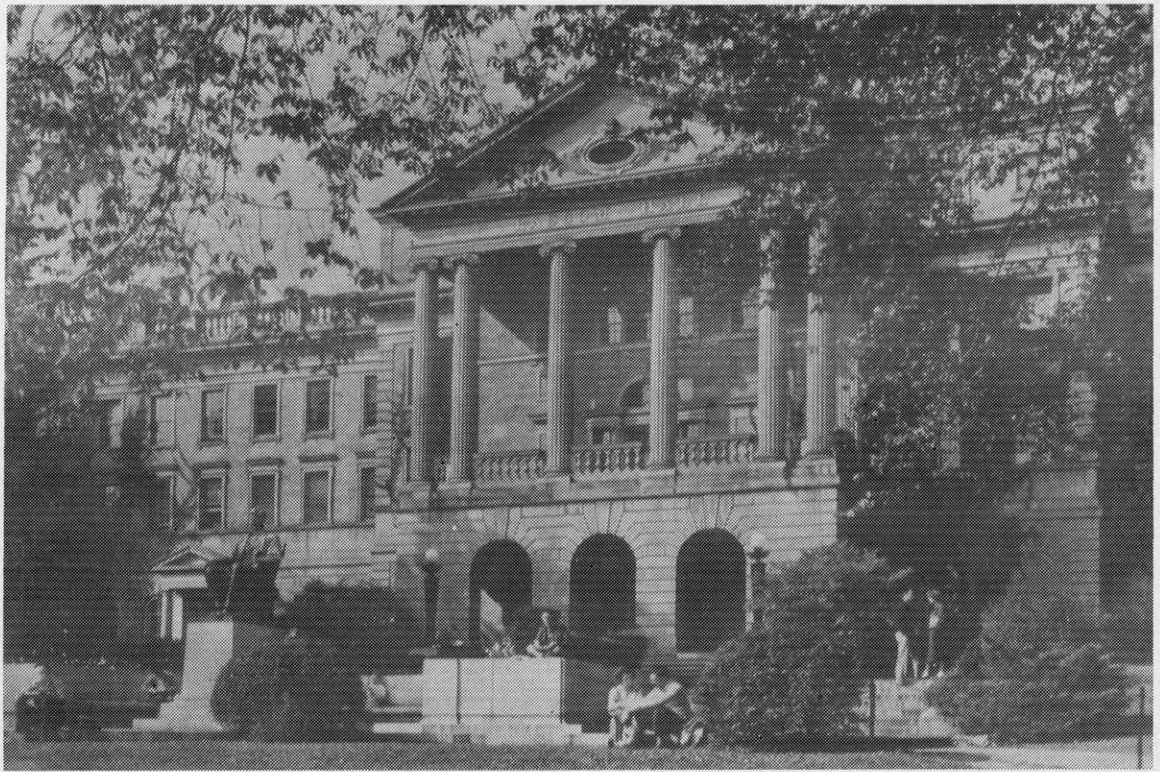


Group on field trip to the Libby, McNeil & Libby Canning Co., Hartford, Wis.



Faculty, students and their guests at the Closing Exercises at Barnard Hall
June 4th, 1955.





Bascom Hall, University of Wisconsin



Area view of the campus.

DAILY LOG

STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINEES

INDUSTRIAL RELATIONS CENTER 1954-55

UNIVERSITY OF WISCONSIN

September 10 - 12 :

Ten of the students arrived individually between the 10th and 12th of September from various orientation centers in the country. Two had attended the orientation program at Bennington College, Vermont; two came from Bard College, New York; two from Bucknell University, Pennsylvania; and four of the students from the University of Washington in Seattle. On Sunday afternoon a get-acquainted session was held at the coordinator's house.

September 13 :

At 10:00 a.m. Professor Young, Director of the Center, welcomed the students to the University. Mrs. Ann M. Mire, Coordinator, was on hand to answer questions about insurance, mail, sickness, allowance etc. Maps and note books were distributed.

September 14 :

Introductory session with Professor Young. Explaining of Program.

September 15 :

Lecture and discussion: An Analysis of Primary Election News by Joseph Mire, Economist, American Federation of State County and Municipal Employees.

September 17 :

Introductory Session by Professor Young
Registration

STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINEES

INDUSTRIAL RELATIONS CENTER 1954-55

UNIVERSITY OF WISCONSIN

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September 17 :

Introductory Session by Professor Young
Registration

September 20 : Scheduled Classes:

Labor Problems, Professor Edwin Young

Political Science, Professor Hans Kirchberger

American History, Professor Anna Lou Owen

General Discussion, Ann Mire

September 21 :

Scheduled Classes:

English, Mrs. S. M. Riegel

Seminar in American Institutions

Topic: Campus Activities

Speaker: Mr. Fred Kramer, Activities Adviser, University of Wisconsin

September 22 :

Scheduled Classes:

English, Mrs. S. M. Riegel

Political Science, Professor Hans Kirchberger

Movie Hour: "Wisconsin Makes Its Laws"

"How a Bill Becomes Law"

American History, Professor Anna Lou Owen

Labor Problems, Professor Edwin Young

September 23 :

Scheduled Classes:

English, Mrs. S. M. Riegel

The remaining five students arrived and were met at the sta-

tion by Mrs. Mire. They had come from Germany by plane had

not participated in an orientation program and consequently

had to adjust to a full schedule, dorm life and the English

language all at once. Adjustment was prompt, however,

and no difficulties were experienced by these five students.

September 24 : Field Trip to Kroger Market, followed by question and answer period. Manager and shop steward present.

September 27 : Scheduled Classes

September 28 : Scheduled classes:
Seminar in American Institutions
Topic: The Migratory Labor Situation in Wisconsin
Speaker: Tom Moses, Assistant Executive Secretary, Wisconsin Welfare Council

September 29 : Scheduled Classes
Movie Hour: "The Canning Industry"

October 1 : Field trip to Libby, McNeill & Libby: 1. Canning factory
2. Migratory workers camp. This field trip, preceded by a lecture on the migratory worker's problem was of great interest to the students the more so as migratory workers are unknown in Germany. The students were very much interested in the living quarters of the workers. Conversation was somewhat slow because of language difficulties on both sides. Most of the migratory workers were Mexicans. The question and answer period which followed at the site of the factory, conducted by Mr. Dale Maas, Director of Industrial Relations, was found extremely fruitful by the students.

October 4 :

Scheduled Classes

October 5:

Scheduled Classes

Seminar in American Institutions

Topic: The German Language Program on Television

Speaker: Professor Lester Seifert

to John R. Commons Labor Library, Department of

Economics, University of Wisconsin

October 6:

Scheduled Classes

Movie Hour: "The Apprenticeship Programs in the U.S.A."

October 7:

Scheduled Classes

October 8:

Field Trip to Adult and Vocational School, Madison

October 11:

Scheduled Classes

October 12:

Seminar in American Institutions

Topic: Workers' Education

Speaker:

October 13:

Scheduled Classes

Movie Hour: "The U. A. W. - A. F. L. Story"

October 14 :

Scheduled Classes

October 15 :

Field Trip to Allis-Chalmers, West Allis.

The group left Slichter Hall at 7:30 a.m. by bus for West Allis, Wisconsin for a visit to the Allis Chalmers plant.

They arrived at the company's clubhouse at 9:00 a.m. and

were welcomed by Mr. Busacca, of the Public Relations Department, who briefly outlined the program for the day.

The students were divided into two groups and were conducted on a tour of the plant where they saw a variety of products in the process of manufacture. A considerable proportion of the time was spent in the tractor and electrical machinery divisions. Following the tour the students ate their lunches in the clubhouse, with the company providing coffee, milk, and dessert.

After lunch an extensive question and answer period was held which was moderated by Mr. Busacca. Representatives of a number of departments or divisions each spent about fifteen minutes explaining the functions and policies of their respective departments and answering students' questions. Represented were the Industrial Relations Division, Employment Dept., Training Dept., Health and Safety Dept., Plant Security Dept., and Personnel Dept. Following this well-organized and comprehensive presentation, and a question and answer period, the group left West Allis and arrived in Madison shortly after 6 p.m.

October 18 :

Scheduled Classes

October 19 :

Scheduled Classes

Seminar: The U.A.W.- C.I.O., Professor Ray Munts, School for
Workers, University of Wisconsin

Lecture: The History of Wisconsin, Professor Vernon Carstensen

October 20 :

Scheduled Classes

Movie Hour: "Badger Birthday"

October 21: The bus left Slichter Hall at 7:30 a.m.

Field Trip to U.A.W.- C.I.O. Convention, Milwaukee

The group left Slichter Hall at 7:30 a.m. for Milwaukee to attend the U.A.W.- C.I.O. Convention. They were met by Bob Treuer, Editor of the C.I.O. News, and introduced to the delegates. Mr. Stefan Bock spoke for the students and extended greetings from the Unions of their affiliation. During lunch time Mr. Treuer explained some of the business before the convention and answered questions. In the afternoon the students heard Walter Reuther, U.A.W.- C.I.O. President, address the convention. Throughout the day the students talked to delegates and found that the discussions furnished valuable comparisons with their German trades unions.

October 22: Visit to the State Capitol

October 25 : Scheduled Classes

October 26 : Scheduled Classes

Seminar on Pressure Groups, Professor Ralph Huitt, Department of Political Science, University of Wisconsin

October 27 :

Scheduled Classes

Movie Hour: "Tuesday in November"

Seminar: The University of Wisconsin, School for "Pressure Groups"

October 28 :

University of Wisconsin

Lecture: The History of Wisconsin Scheduled Classes

October 29 :

October 29

Field Trip to Racine - The University of Wisconsin - Racine Extension Center, The Johnson Wax Company.

The bus left Slichter Hall at 7:30 a.m.. The students accompanied by Mrs. Ann Mire visited the University Extension Center at Racine. They were met by Mr. H. E. Mag, Director of the Center. Mr. Mag had arranged for Mr. Loren Norman, Editor of the Racine Labor News and Mr. Gilbert Boadr, Legal Counsel for the Manufacturer's Association to speak to the students on employer-employee relations in the Racine area, from their respective vantage points. The Racine area had been one of the areas badly affected by unemployment at the time of our visit and the discussion following the talks of the two speakers, presenting opposing views, was very lively and interesting.

After lunch in the Student Cafeteria, the group proceeded to the Johnson Wax Company. The unusual structure, designed by Frank Lloyd Wright, was much admired and photographed. Dr. Harland Cisney, Personnel Manager at Johnson's met the group and arranged for a tour of the plant. He also had a meeting room available for discussion of industrial relations. This was one of the first factories encountered by the students in which union organization had been rejected by the employees. In spite of their partiality to Unions the students were much

impressed by what they saw and the operation of the

Johnson Company.

November 1 :

Scheduled Classes

November 2 :

Scheduled Classes

Seminar in American Institutions

Topic: Review of a Case

Speaker: Mrs. Sophie Siebecker, Director of Family

Service.

Field trip to Election Ward

The students accompanied by Mr. Crawford, walked to the

Madison 4th Ward polling place where they witnessed the opera-

tion of the polls in a General Election and were given an

explanation of procedures at the polls and a demonstration

of voting machines by the chairman of the Ward Election Com-

mittee.

November 3 :

Scheduled Classes

Movie Hour: "Family Life"

"Families First"

November 4 :

Scheduled Classes

Special speaker: Mr. R. C. Salisbury, Director of Safety,

Motor Vehicle Department.

Topic: Wisconsin Safety Regulations

Committee meeting to plan program for December and January

November 5 :

Special Speaker: Mr. Miles McMillin, Political Editor, The Capital Times

Topic: An Evaluation of the Election

Field trip to Forest Products Laboratory and Coca-Cola Bottling Company, Madison

The Group left Slichter Hall at 1:30 p.m. by bus for a tour through the Forest Products Laboratory in Madison. This laboratory, which is under the Department of Agriculture, conducts extensive research in the use of wood products on behalf of business, the government, and for pure science. At the conclusion of this tour the group was taken to the Coca Cola Bottling Works at the west edge of Madison where they were taken through the plant by Mr. John Nordby, the plant manager. The students were particularly impressed with the degree of mechanization of the process, the entire bottling operation requiring only six employees. Several students observed that the operation was virtually identical with that employed in Coca Cola plants in Germany.

November 8 :

Scheduled Classes

November 9 :

Scheduled Classes

Seminar in American Institutions

Topic: Social Security

Speaker: Professor Edwin Witte, University of Wisconsin

Department of Economics

November 10 : are Lutheran Church members. Mr. Bragstad took

Scheduled Classes a tour of the home in which opportunity to talk

Movie Hour: "Your Social Security", "Retired to Life",

"Steps to Age" The bus arrived about 4:30 p.m.

November 11 :

Scheduled Classes

November 12 :

Field trip to Dane County Home for the Aged at Verona, Wisconsin, and Scaalen Home for the Aged at Stoughton, Wisconsin.

The group left Slichter Hall at 9:30 a.m. on a chartered

bus for the Dane County Hospital and Home near Verona, Wisconsin. They were welcomed by Mr. E. R. Emerton, the superintendent who showed them through the County Home for the Aged. This building, all on one floor, is relatively new and is one of the finest in the state.

The students had their lunch in the employees dining room. Beverages and dessert were provided.

After lunch Mr. Emerton took the group through the State Hospital for the Mentally Ill which adjoins the Dane County Home.

At 1:30 p.m. the students left for Stoughton to visit the Scaalen Home for the Aged. Mr. A. S. Bragstad, the director of the Home, welcomed the group and took about twenty minutes explaining how the home is operated and its policies.

This home is operated and supported by the Lutheran Churches in Southern Wisconsin. Most of the residents of the home

are Lutheran Church members. Mr. Bragstad took the group on a tour of the home in which they had the opportunity to talk with a number of the residents and staff members of the home. The bus arrived back in Madison about 4:30 p.m.

November 15 :

Scheduled Classes

November 16 :

Scheduled Class

Seminar in American Institutions

Topic: Community Service of Unions

Speaker: Mr. John G. Werner, Community Service Director,

Wisconsin State Industrial Union Council

November 17 :

Scheduled Classes

Movie Hour: "The Union and the Community"

November 18 :

Scheduled Class

Seminar in American Institutions

Topic: Correctional Institutions in Wisconsin

Speaker: Mr. John Faville, Supervisor, State Welfare Department, Division of Corrections.

November 19 :

Field trip to Gisholt Machine Company and Gardner Baking

Company, Madison.

The group left Slichter Hall at 1:00 p.m. for a tour of the

Gisholt Machine Company which is located on the east side of Madison.

The group was welcomed by Mr. George Nelson of the Employment Office who provided the students with a brief outline of the company's products and processes. The students were divided into two groups and taken on a tour of the plant, following the various operations from the foundry to the assembly of the machine tools.

At the conclusion of the tour Mr. Nelson discussed the general operations of the company and its industrial relations procedures and practices. A question and answer period followed.

On leaving the Gisholt Company plant the students were taken by bus to the Gardner Baking Company at the east edge of Madison where they were met by Mr. Bernard Reese, treasurer of the company, who conducted the students on a tour of the bakery. They were shown the entire bread-making process from the receipt of the flour to the readying of the finished product for delivery to retail outlets.

Following the tour the group was taken to the conference room where coffee and donuts were served. Mr. Reese related the history of the company and discussed some of the problems of the bakery business. He was joined by Mr. Gardner, the founder of the company (who had lived his early years in Germany) who spoke to the students and answered questions on a broad range of subjects. The students arrived back at the University at 5:45 p.m.

November 22: : *Glaxo Machine Company which is located on the*

Scheduled Classes

November 23 : *The group was welcomed by Mr. George Nelson of the*

Field trip to Hoberg Paper Mills and Wisconsin State Reformatory,
Green Bay, Wisconsin.

The group left Madison at 7:00 a.m. en route to Green Bay, Wis-
consin to visit the Hoberg Paper Mills. On their arrival the
group was welcomed by Mr. Ralph C. Pratt, Public Relations Mana-
ger, who gave the students a short briefing on the paper-making
process they were to observe. After the students were divided
into two groups they were conducted through the plant where
they saw the entire paper-making process for each of several of
the paper products of the company.

At noon the group had lunch in the conference room, milk and
coffee being supplied by the company. Following lunch there
was a question and answer period in which the union business
agent as well as the industrial relations manager participated.

At 2:00 p.m. the group left by bus for the Wisconsin State
Reformatory for Boys which is also located in Green Bay. Mr.
Roland Hershman of the Social Service staff of the Reformatory
conducted the students through the institution. Also accompany-
ing the group was Mr. John Feville, Supervisor of the Division
of Correction of the State Welfare Department who had spoken
to the students in Madison the previous week. Following the
tour, the superintendent of the Reformatory, Mr. Langer B.
Powers, spoke to the group and answered questions on the proce-
dures and policies of the institution. The group left for Madison
at 4:00 p.m.

November 24 : President Zander related the history of the organization.

Scheduled Classes answered numerous questions. The particular

Movie Hour: "Juvenile Delinquency" interest to the Government

"The Face of Youth" service in Germany

November 25 : When Mr. Zander had completed speaking references

Thanksgiving Recess served and Mrs. Rebecca Barton Governor's Com-

November 29 : The mission on Human Rights, spoke to the group on "The

Scheduled Classes Role in Combating Discrimination were parti-

November 30 : Mrs. Barton's view that a vote early interested in

Scheduled Class rights program can often be more plan with

Seminar in American Institutions provisions for a number

Topic: The Role of the Individual in the Success of

the German Industrial Relations Program

Speaker: Mr. Paul Ginsberg, House Fellow Advisor, Residence
Halls, University of Wisconsin

December 1 : Scheduled Classes

Scheduled Classes December 7 :

Movie Hour: "High Wall", and "Boundary Lines"

December 2 : Seminar in American Institutions

Field trip to the American Federation of State, County and Muni-

pal Employees. Reception and talk by President Arnold S. Zander.

At 9:00 a.m. the group met at the national headquarters

of the American Federation of State, County and Municipal Em-

ployees Union, which is located in Madison. They were welcomed

by Dr. Joseph Mire, economist for A.F.S.C. and M.E., and intro-

duced to Mr. Arnold S. Zander, the president of the union.

Scheduled Class

Meeting with Mr. Stan Frideaux, United Steelworkers of America

President Zander related the history of the organization and answered numerous questions. This session was of particular interest to the six trainees who are employed in government service in Germany.

When Mr. Zander had completed speaking refreshments were served and Mrs. Rebecca Barton, Director of the Governor's Commission on Human Rights, spoke to the group on "The Government's Role in Combatting Discrimination." The students were particularly interested in Mrs. Barton's view that a voluntary civil rights program can often be more effective than a plan with provisions for formal sanctions. This point elicited a number of questions and a spirited discussion. The group left at 11:45 a.m. to return to the University.

December 6 : Speaker: Mr. Paul Ginsberg, House Fellow Adviser
Harris, University of Wisconsin
Scheduled Classes

December 7 :

Scheduled Classes
Movie Hour: "High Wall", and "The Secret Service Story"
Seminar in American Institutions

Topic: Discrimination in the United States

Speaker: Professor David Fellman, University of Wisconsin
Department of Political Science

December 8 :

Scheduled Classes
Movie Hour: "Men of the F.B.I."
"The Secret Service Story"

December 9 :

Scheduled Class

Meeting with Mr. Stan Prideaux, United Steelworkers of America

to provide additional opportunity to discuss union matters at the Gisholt Works, since not enough time was left during the plant visit.

December 10: The union officers described the history of the

Field trips to Wisconsin State Prison at Waupun and the Portage Hosiery Works at Portage.

The students left by chartered bus at 8:00 a.m. for Portage Wisconsin, to visit the Portage Hosiery Works. They were greeted by Mr. Matke, the Personnel Director, who gave the group a brief description of the company's products and processes before starting the tour of the plant. The students were shown every step in the manufacture of woolen socks from the receipt of the raw wool to the packaging and warehousing of the finished product.

The group had lunch in the conference room where coffee and milk were served. After lunch the Personnel Director showed the students the company's line of products and discussed various aspects of the woolen stocking business. Then the Personnel Director and the local union president discussed and answered questions on the firm's labor relations policies and practices.

At 12:45 p.m. the group boarded the bus and left for the the State Prison at Waupun. On arrival, they were met by Mr. Stoffel, the assistant warden, who took the students on a tour of the prison. After the tour a discussion session was held in which the assistant warden, Mr. Arthur Lempke, Shop Steward for the guards' local of the A.F.S.C.M.E., (AFL), and other

union officers participated. Mr. Stoffel explained some of the major problems of prison administration and noted recent trends in the philosophy and practice of penology.

The union officers described the history of the union at the prison and outlined its objectives and procedures. The students boarded the bus at 4:15 p.m. for the return trip

to Madison. The students left by chartered bus at 4:15 p.m. for Portage

December 13: Wisconsin, toward the Portage Hostel works. The

Scheduled Classes by Mr. Stoffel, the Personnel Director, the group a

December 14: brief description of the company's products and

Scheduled Classes before starting the tour of the

Seminar in American Institutions shown every student's book from the

Topic: The Tax System receipt of the tax and warehousing of

Speaker: Professor Harold M. Groves, University of Wis-

consin, Department of Economics

December 15: and milk were served. After lunch the Personnel Director

Scheduled Classes showed the students the company's products and dis-

Movie Hour: "With These Hands" - I. L. G. W. U. film

December 16: the Personnel Director and the local union president

Scheduled Class and answered questions on the firm's policies

December 17 - January 2 and practices.

Christmass Recess At 12:45 p.m. the group left for the

January 3: the State Prison at Waupun. On arrival, they were met by

Scheduled Classes Stoffel, the assistant warden on a tour

January 4: of the prison. After the tour a discussion session

Scheduled Classes in which the assistant warden, Shop Steward

Seminar in American Institutions for the guards' and other

Topic: The Communication System

Speaker: Roy Vogelmann, Assistant Professor of Radio and Television Education, and News Editor, Station WHA, University of Wisconsin

January 5 :

Scheduled Classes

Movie Hour: "Radio Broadcasting Today"

"Television - How It Works"

January 6 :

Scheduled Classes

January 7 :

Visit to WHA Broadcasting and Television Station
(Wisconsin State Broadcasting System)

Mr. Roy Vogelmann made arrangements for the students to see the facilities of the State Broadcasting and Television Station, which is located on the campus.

January 10 :

Scheduled Classes

January 11 :

Scheduled Class

Seminar in American Institutions

Topic: Party Organization

Speaker: Mr. James Doyle, Member-at-Large, State Democratic Committee of Wisconsin, and Mr. Jack

Rouse, Executive Secretary, Republican Party

of Wisconsin

January 12 :

Scheduled Classes

Movie Hour: "Editor's Notebook"

January 13 : Speaker: Roy Vogelman, Assistant Professor

Scheduled Classes

January 14 : WMA, University of Wisconsin

Field trip to Milwaukee; the City Hall and Blatz Brewing Company.

The students left Madison by chartered bus at 7:00 a.m. for Milwaukee. At 10:00 they had an interview with Mayor Frank P. Zeidler in his office in City Hall. In reply to students' questions the Mayor discussed a broad range of subjects which included the origins and nature of the Socialist Party, problems in the administration of the city, the effect of the St. Lawrence Seaway on Milwaukee, the city's cultural level, and the Mayor's political career. It was shortly after 11:00 a.m. when this stimulating interview terminated. The Mayor asked each student to sign his guest book (which contained many eminent Europeans including Mayor Ernst Reuter) and after a group picture was taken, the students left to go on a tour of the Blatz Breweries which are located nearby.

The students were met by Mr. Kurtz of the Public Relations Department who outlined the program which had been planned for the group. The students were divided into two groups each led by a German-speaking guide and taken on a tour of the plant.

Following the tour the trainees were guests of the company at a buffet luncheon in the company's banquet hall. After lunch representatives of the personnel and industrial relations departments and the business agents and chief stewards of each

of the two unions in the plant, the Brewery Workers (CIO) and the International Association of Machinists (AFL), joined the students for a discussion of the company's labor relations.

At the conclusion of the meeting at 3:15 p.m. the students went sight-seeing in Milwaukee until 7:00 p.m. when the bus was scheduled to leave for Madison.

January 17 :

Scheduled Classes

January 18 :

Scheduled Class

Seminar in American Institutions

Topic: The Press in the United States

Speaker: Professor Ralph O. Mafziger, Director, School of

Journalism, The University of Wisconsin

January 19 :

Scheduled Classes

Movie Hour: "World Affairs are Your Affairs"

January 20 :

Scheduled Classes

January 21 :

Field trip to Municipal and Military Airports

The group left Slichter Hall at 1:30 p.m. by bus for the Madison Municipal Airport. They were met by Mr. Robert Baker, Madison manager of North Central Airlines, Inc., who explained the operations of the two Madison lines (North Central and Northwestern) and showed the students through a DC3. The students also visited the Government weather station, where the proce-

cedures and techniques of gathering, transmitting, and interpreting weather data were explained.

At 3:00 p.m. the students left for the adjacent Air Force Base where they were taken on a tour of the base and shown the F86 jet fighter planes. At 4:30 p.m. the group returned to the University.

January 22 - February 1 :

Between semesters the students were free to work if they wished to do so. Most of them divided their time between work and visits to roommates in different parts of the State. Two students went to Washington D. C. to observe Congress in session and also paid a visit to the office of Mr. James B. Parker, Program Officer, in the State Department.

February 2 - 5 :

Registration

February 7 :

Scheduled Classes
9:55 a.m. Professor Edwin Young; American Economic Problems

February 8 :

Scheduled Classes

February 9 :

Scheduled Classes
9:55 a.m. Professor Edwin Young; American Economic Problems

February 10 :

Scheduled Classes
11:00 a.m. Program Discussion

February 11 : 2:25 p.m. Seminar - Speaker: Bob Osanna, Director of the School of Workers

Field trip to Oscar Mayer Meat Packing Company, tour of the plant, discussion of Labor-Management Problems.

The group left Slichter Hall at 8:30 a.m. by bus for the Oscar Mayer Meat Packing Plant at the edge of Madison. The students were met by Mr. Francis Lynaugh, Director of Tours, who briefly outlined the tour they were to take. The students were then shown through the plant where they saw the various operations in the meat dis-assembly process from the killing of the cattle and hogs to preparation for shipment. In addition to fresh meats the company produces a number of meat products such as sausage, frankfurters, etc. The Madison plant is the largest of several Oscar Mayer Company plants and is also Madison's largest industrial establishment, having a payroll of approximately 4,000.

At the conclusion of the tour the trainees had a question and answer period with Mr. Andy Wolf, the Personnel Director. At noon they were taken to the new employees' dining room where they were guests of the company for lunch.

February 14 : assembling, and finishing operations to the lines

Scheduled Classes of the finished products of the tour

9:55 a.m. Professor Edwin Young: American Economic Problems

February 15 : lunch with Mr. Grover and other company officials

Scheduled Classes pay provided coffee and milk

February 16 : At one o'clock the group departed for the

Scheduled Classes public school, where the director took the

9:55 a.m. Professor Edwin Young, American Economic Problems

the procedures now being employed to rehabilitate physically

2:25 p.m. Seminar - Speaker: Bob Ozanne, Director of the
School of Workers

Topic: Union-Management Relations at Allis-
Chalmers during 1937-47

February 17 : The group left Slichter Hall at 8:30 a.m. by

Scheduled Classes

11:00 a.m. Program Discussion

February 18 : The group left Slichter Hall at 7:00 a.m. by

Field trip to Kenosha, for a tour of the Snap-on Tool Corpora-
tion and the Kenosha Orthopedic School, Dinner, and a Forum
on Civic Organizations.

The trainees left Slichter Hall at 7:00 a.m. by chartered
bus for Kenosha, Wisconsin, for a visit to the Snap-on Tool
Corporation. They were welcomed by Mr. R. L. Grover, Secretary
and General Counsel, who outlined the day's program and briefly
described the company's products, among which high quality
hand tools are the best known. During the hour-and-a-half tour
of the plant the students saw the various operations in manu-
facture of tools, from forging through the various machining,
assembling, and finishing operations to the final inspection
and packaging of the finished tools. Following the tour the
students went to the plant assembly room where they ate their
lunch with Mr. Grover and other company officials. The com-
pany provided coffee and milk.

At one o'clock the group departed for the Kenosha Ortho-
pedic School, where the director, Mr. Stephenson, took the
students on a tour of the building. The students saw some of
the procedures now being employed to rehabilitate physically

handicapped children. The students then drove across town to the Kenosha Vocational School where Mr. Clark, the director, took them on a tour of the building.

At 4:00 p.m., the group returned to the Snap-on Tool Corporation plant for a discussion with Mr. Grover, Mr. Fischer of the Personnel Department, Mr. James Priddis, Chief Steward for the Polishers' Union, and Mr. Robert Morrissey, Chief Steward for the International Union of Machinists. A broad range of subjects relating to the company's operations and its industrial relations policies were discussed.

At six o'clock the students met at the Elks' Club for dinner as guests of the Snap-on Tool Corporation. Following the dinner there was a panel discussion with the following prominent Kenosha citizens participating:

Miss King, Kenosha Family Service Agency and Kenosha County Guidance Clinic.

Mr. McDavid, Administrator of the Kenosha Hospital

Mr. Denyes, Director of the Kenosha Youth Foundation

Mr. Gately, Chief Executive Office of Boy Scouts, Kenosha

Mr. Grover served as moderator. Each of the panel members discussed the activities of the community service group with which he was associated. This was followed by a lively and informative question and answer session.

The group left Kenosha at 10:00 p.m. and reached Madison about midnight.

February 21 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

February 22 :

Scheduled Classes

February 23 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

2:25 p.m. Seminar - Speaker: Professor Theodore Morgan,

Department of Economics Topic: International Trade

February 24 :

Scheduled Classes

11:00 a.m. Program Discussion

February 25 :

Field trip to the Credit Union National Association. Tour of CUNA Headquarters. Explanation of Credit Union movement.

At 9:00 a.m. the group left by bus for the National Headquarters of the Credit Union National Association which is located in Madison. They were welcomed by Mr. William Tenney, Assistant Director of Organization, who took the group on a tour of the headquarters building. Following the tour Mr. Tenney briefly explained the various activities carried on in the building. Following a lunch in the cafeteria, with the students as guests of the Association, the meaning of credit unions and the manner in which the various CUNA activities operate were described in greater detail by Mr. Tenney and other company officials. The group returned to the campus at about 2:30 p.m..

Movie Hour: "The Milwaukee Way"

February 21 :

Scheduled Classes

March 1 : Topic: TVA - A Public Utility and Planning Authority

Scheduled Classes

11:00 a.m. Program Discussion

March 2 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

March 3 :

Scheduled Classes

March 4 :

10:00 a.m. Seminar - Speaker: Mr. Peter Keller

Topic: The Work of a Labor Secretary of

the Diplomatic Mission of the Federal

Republic of Germany

Movie Hour: "Valley of the Tennessee"

"The New South"

March 7 :

Scheduled Classes

9:55 a.m. Professor Edwin Young; American Economic Problems

March 8 :

Scheduled Classes

March 9 :

Scheduled Classes

9:55 a.m. Professor Edwing Young: American Economic Problems

March 10 :

Scheduled Classes

March 11 :

10:00 a.m. Seminar - Speaker: Professor Martin Glaeser, Department of Economics, University of Wisconsin

Topic: TVA - A Public Utility and Planning Authority

March 12:

Coffee Hour - Professors and friends of the students present.

Field trip to Madison Newspapers

The group met at the Madison Newspapers Building at 2:00 p.m.. They were welcomed by Mr. Fred Gage of the Public Relations Department, who took the group on a tour of the building. The students saw the entire process involved in printing a newspaper from the assembling of the stories to the printing of the papers and wrapping them in bundles for delivery. At stages involving highly technical processes Mr. Gage asked the operators to explain the procedures to the students. The Madison Newspaper plant prints both the evening Capital Times and the morning Wisconsin State Journal, although each paper has separate editorial offices.

March 14 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

March 15 :

Scheduled Classes

11:00 a.m. Seminar - Speaker: Mr. Bob Treuer, Editor, Wisconsin State CIO NEWS

Topic: The Labor Press in the U.S.

March 16 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

March 17 :

Scheduled Classes

March 18 :

Field trip to Chevrolet Division of General Motors, Janesville, Wisconsin.

The students left Slichter Hall at 8:00 a.m. for a visit to the Chevrolet plant at Janesville. On their arrival they were divided into two groups and were taken on a tour of the plant by Mr. Ed Welder and Mr. Bob Rossiter. They were shown the complete car and truck assembly process, from the unloading of car and truck frames from boxcars to the end of the assembly line where the fully assembled vehicles are driven off the line. Mr. Trayner, the Employment Supervisor, answered the student's questions on a broad list of subjects ranging from the business organization of the Chevrolet Division of General Motors to the guaranteed annual wage issue. After having lunch in the company cafeteria the group returned to Madison.

March 21 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

March 22 :

Scheduled Classes

11:00 a.m. Program Discussion Mrs. Ann Mire

March 23 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems.

March 24 :

Scheduled Classes

March 25 :

10:00 a.m. Seminar - Mr. Harry Hamilton, Manager of the Co-op Credit Union, formerly Professor of Chemistry, Talladega College, Ala.

Topic: Cultural and Social Aspects of the South

Field trip to Oregon School for Girls, Oregon, Wisconsin

The group left Slichter Hall by University bus at 2:00 p.m. for the Oregon School for Girls. On their arrival the students were divided into two groups and taken on a tour of the cottages in which the girls are housed. Each cottage is under the direction of a matron and is run as much like a home as possible with each girl having a separate room. Each building has its own dining and cooking facilities. Following the tour, Miss Beran, the superintendent of the school, discussed some of the policies which guide the administration of the Oregon School -- especially the emphasis on rehabilitation rather than punishment -- and answered numerous questions on the operation of the Cottage system and on the effectiveness of correctional programs of this type.

March 28 :

Scheduled Classes

9:55 a.m. Professor Edwin Young; American Economic Problems

March 30 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

April 1

10:00 a.m. Seminar - Mrs. Anna Lou Owen, History Instructor, University of Wisconsin. Topic: The New Deal Period

April 4

Scheduled Classes

9:55 a.m. Professor Edwin Young : American Economic Problems.

April 5 :

Scheduled Classes

11:00 a.m. Spring trip discussion - Mrs. Ann M. Mire

April 6 :

Scheduled Classes

9:55 Professor Edwin Young: American Economic Problems.

SPRING VACATION TRIP

April 7 : Mr. [unclear] of the high school, were the following:

The group left Madison at 7:30 a.m. on a chartered bus, accompanied by Mr. Crawford, the Program Assistant. The first stop on the trip was at Springfield, Illinois, where the students visited the home of Abraham Lincoln and the tomb and monument at Oak Ridge Cemetery. At 5:00 p.m. the group had an interview with Mr. Hugh White, President of Local 12 of the United Mine Workers of America, who explained some of the problems facing a union in an industry with declining manpower requirements. No program was scheduled for the evening so the students were free to tour downtown Springfield.

They spent the night at the Leland Hotel.

April 8 : Mr. [unclear] outlined the operations of the plant and explained the following:

The group left Springfield at 7:00 a.m. and drove to Pawnee, Illinois, for a visit to Mine No. 10 of the Peabody Coal Co.

After changing to suitable clothing and receiving safety gear, they were taken on a two-hour tour of the mine by the mine superintendent, Mr. John Carney. The students saw the entire coal mining process in this large, modern mine which employs over 600 workers and which uses the most modern equipment and processes.

After scrubbing off the coal dust and changing clothing the group left Pawnee at 11:30 a.m. and continued their trip south.

The party arrived in Memphis at 10:00 p.m. and checked in at the Y.M.C.A. Hotel.

April 9 :

At 9:30 a.m. the trainees left the hotel for the Booker T. Washington High School for a conference with five civic leaders

of Memphis. Participating in this meeting, arranged by Dr. Blair Hunt, principal of the high school, were the following: Mr. J. T. Chander, Personnel Manager, Universal Life Insurance Co.; Mrs. Bracy, writer for the newspaper, Memphis World; Mr. Nat Williams, newspaper columnist and disk-jockey; Rev. J. A. McDaniels, leader of the Urban League in Memphis; and Mr. Henry White of the C.I.O.

Following a few brief comments by each of the participants the students questioned the speakers at length, especially about the economic and social problems facing negroes in Memphis and in the South generally.

Following this discussion the group drove across town to the Firestone Tire and Rubber Co. plant where they were met by Mr. J. L. Guthrie, the Industrial Relations Manager, and Mr. Prather. Mr. Guthrie outlined the operations of the plant and explained the policies of the industrial relations department. This was followed by a question and answer session. Time did not permit a tour of the plant which had been planned.

No program was scheduled for the rest of the afternoon or evening so the students had the opportunity to tour Memphis on their own.

April 10 :

The party left Memphis at 7:15 a.m. and spent the entire day traveling except for a brief stop in Natchez, Mississippi, to view some of the famous ante-bellum houses. They arrived in New Orleans, Louisiana, at 9:30 p.m. and checked in at the Lafayette Hotel.

April 11 :

The trainees were met at the hotel at 9:30 a.m. by Mr. Andres

Horcasitas, Jr., manager of the Foreign Department of the New Orleans Chamber of Commerce, who had arranged their schedule of activities and who served as host to the students during their visit in New Orleans. Accompanied by Mr. Horcasitas the party drove to Tulane University where Professor Wissner of the Department of Commerce met the students and discussed some of the economic characteristics and problems of the New Orleans area and their implications for labor-management relations. After having lunch in the University's air-conditioned cafeteria the students visited the International Trade Mart, where Mr. Clay Chew, the Managing Director, took them on a tour of the building and explained how the Mart, supported by organizations and individuals in the area, sought to promote increased imports and exports through the Port of New Orleans.

On leaving the International Mart the group walked across the street to the International House, which provides dining and conference rooms for the convenience of out-of-town businessmen.

Miss Birdie Ann Wagnespach, of the Publicity Department, showed the group through the building. The students had the rest of the day free.

April 12 :

The group walked to nearby City Hall, arriving there at 9:30 a.m. They were met by Councilman Clasen, who presented a key to the city and honorary citizenship certificates to each of the students.

Accompanied by Mr. Phil Muth, Editor of the New Orleans Chamber of Commerce News Bulletin, the group drove to the Kaiser Aluminum

plant on the outskirts of the city where Mr. Richard Davis of the Public Relations Department and Mr. James Presley of the Labor Relations Department conducted them on a tour of the huge reduction plant, the largest in the U.S. Following the tour Mr. Davis and Mr. Presley answered the students' questions on the company's operations and on their labor-management relations. After lunch the group met near the office of the Port Commissioners where they went aboard the yacht, the "Good Neighbor" for a tour of the harbor as guests of the Port Commissioners. The students had the remainder of the day free to visit some of the many places of interest in downtown New Orleans and in the French Quarter.

April 13 :

After what the trainees considered an all-too-short visit in New Orleans, a city of extraordinary charm, the group left very early in the morning for Tuscaloosa, Alabama. On their arrival late in the afternoon they were met by Dr. Daniel Kruger, Director of the Commerce Extension Services at the University of Alabama, and formerly Coordinator of the German Program for Industrial Trainees at the University of Wisconsin.

Dr. Kruger showed the trainees around the beautiful University of Alabama campus, and then took them to the Faculty Club where they were dinner guests of the Department of Commerce and the Tuscaloosa Chamber of Commerce. In attendance were Dr. Garner, Dean of the Commerce School; Dr. Haver, head of the Economics Department; Mr. Preston B. Raiford, Executive Vice-president of the Tuscaloosa Chamber of Commerce; Mr. McCall, Mayor of

Tuscaloosa, and a number of other university faculty members and members of the Chamber of Commerce.

After dinner the students found the tables turned on them -- instead of asking the questions they found themselves answering questions about Germany, especially about co-determination in German industry. After a lively, informal, and highly interesting and good humored discussion with their gracious hosts, the students left Tuscaloosa for Birmingham, Alabama, where they checked in at the Molton Hotel.

April 14 :

At 8:00 a.m. Prof. Rudy White of the Birmingham Center of the University of Alabama Extension Division met the trainees and accompanied them to the Stockham Valve and Fitting Co. plant which is located at the edge of Birmingham. Here they were shown through this highly efficient southern factory by Mr. Weaver Wood, Mr. Bill Farrell, and Mr. John Hines. Following the tour Mr. Burns, the factory manager, and Mr. Sims, the personnel manager, discussed the operations of the plant and the industrial relations policies and procedures. The students were particularly interested in the incentive pay system and in the extensive program of company services to employees which includes comprehensive medical care.

At noon the students were guests of the company at lunch where they had the opportunity to ask further questions of Mr. Sims and Mr. Burns.

On leaving the plant the group boarded their bus and headed for Chattanooga, Tennessee. En route they stopped at Lookout Mountain and Rock City where they viewed the unique rock formations

and enjoyed the scenic view from the top of Mt. Lookout. They stayed at Hotel Ross in Chattanooga.

April 15 :

The party left Chattanooga at 6:00 a.m. for Knoxville, Tennessee, where they were met by Mr. W. A. Shafer of the T.V.A. Information Staff, who had arranged the program for the group while at TVA, and Mr. Rudolph Bertram, assistant to the Chief, TVA Labor Relations Staff, who discussed the integrated valley program in general, and answered questions on the labor relations policies of the TVA. Mr. Shafer discussed the various installations which the trainees would visit and showed them a movie on the TVA.

At 1:00 p.m. the party left for Ft. Loudon Dam accompanied by Mr. W. M. Landess from the office of the Director of TVA Agricultural Relations who, with Mr. Sanders, a guide at Ft. Loudon, took the group on a tour of the Dam and explained the part this navigation and power dam played in the integrated TVA system.

Later the group then drove to a nearby model farm where they saw how depleted land was being restored to usefulness through the employment of fertilizer and sound farming practices. The group stayed at the Y.M.C.A. Hotel in Knoxville.

April 16 :

The party left Knoxville at 9:00 a.m. to visit Norris Dam.

After a tour of the Dam and powerhouse the group proceeded, via a scenic route through mountainous regions of Kentucky, on to Cincinnati, where they stayed at the Y.M.C.A. Hotel.

April 17 :

The group left Cincinnati at 7:00 a.m. and reached Chicago

in the late afternoon. After checking in at the Y.M.C.A. Hotel the students had the evening free. Many of the students visited friends and relatives living in Chicago.

April 18 :

Those students who had not been there previously visited the Museum of Science and Industry during the morning. At 1:30 p.m. the group departed for Madison on the last leg of their journey, arriving at Slichter Hall at 4:30 p.m.

April 19 :

Scheduled Classes

11:00 a.m. Lecture: Mr. Rolf Gall, Editor of the German Transport Workers' Union Journal

Topic: Problems of the Public Employees' Orga-

nization in Germany.

April 20 :

Scheduled Classes

9:55 Professor Edwin Young: American Economic Problems

April 21 :

Scheduled Classes

April 22 :

2:00 p.m. field trip to Borden's Dairy, 629 W. Washington Avenue

The students met at Borden's Dairy at 2:00. They were welcomed by Mr. Brick, the Production Manager, who showed them through the plant and explained the methods employed in the processing of fresh milk and cottage cheese. Mr. Hansen, the assistant manager of the plant, then discussed some of the general problems of this

plant and of the industry, and answered the student's questions on labor-management relations matters. The plant is organized by Local 442 of the Teamster's Union.

April 25 :

Scheduled Classes

11:00 a.m. Spring trip evaluation - Mrs. Ann M. Mire

April 26 :

Scheduled Classes

11:00 a.m. Seminar - Program Evaluation with Professor

Edwin Young, Professor Reed Tripp,

Program Coordinator A. Mire, and

Project Assistant James Crawford present.

April 27:

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

April 28 :

Scheduled Classes

April 29 :

10:00 a.m. field trip to County Court House

The group met at the County Court House at 10:00 a.m.

for a visit to Superior Court of Judge Roy H. Proctor. While

waiting for the court to convene Mr. Bailey, the Bailiff,

explained to the students the functions and general procedures

of the Court. The students were seated in the jury box where

they could observe at close hand the handling of the cases by

Judge Proctor. Most of the cases heard involved traffic acci-

dents or violations of traffic or parking regulations.

2:00 p.m. Seminar - Mrs. Willard Hurst, President of the Madison
League of Women Voters

Topic: The League of Women Voters.

May 2 :

Schedule Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 3 :

Scheduled Classes

11:00 a.m. Movie Hour: "Supreme Court"

"The Congress"

3:30 p.m. Seminar - Miss Ada Dear, Graduate Student, University
of Wisconsin

Topic: The Indian in Wisconsin

May 4 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 5 :

Scheduled Classes

May 6 :

Field trip to the University Electrical Research Farm

The bus left Slichter Hall at 1:30 p.m. for the University
Electrical Research Farm. Mr. L. A. Brooks of the Agricultural
Engineering Department met with the students, and before they were
taken on a tour talked to them about the organization of the Uni-
versity Farm: acreage, physical equipment, cost of operation,
and the services rendered to the farmers. None of the students
came from a farm in Germany but they knew enough about farming

methods to appreciate the labor-saving machinery. Most of all, however, they were impressed by the fact that it was one of the functions of a university to try out machinery and labor-saving methods, to maintain a staff of experts to advise farmers, and to put out a great deal of informative literature to keep farmers up to date on its findings. The bus returned to Slichter Hall at 4:00 p.m.

May 9 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 10 :

Scheduled Classes

10:00 a.m. Seminar - Joseph Mire, Executive Secretary, Inter-University Labor Education Committee

Topic: The Impact of Labor Unity

May 11 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 12 :

Scheduled Classes

May 13 :

Field trip to East High School

The group left the campus by University bus to visit East High School in Madison. They were welcomed by the Principal, Mr. H.A. Barrett, who introduced them to East High students, Jim Niebuhr and Mary Underwood, who discussed various aspects of school life, especially course requirements and student government,

and answered numerous questions on such matters as the PTA and the organizational structure of the Madison schools. He then took the group on a tour of the classrooms, laboratories, shops, etc. of this very large plant which accomodates some 3,000 high school students.

May 16 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 17 :

Scheduled Classes

11:00 a.m. Seminar - Professor David Fellman, Political Science
Department, University of Wisconsin

Topic: The American Courts

May 18 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 19 :

Scheduled Classes

May 20 :

Field trip to the Menominee Indian Reservation, Neopit, Wisconsin

The students left Madison by chartered bus for a visit to the Menominee Indian Reservation. On their arrival at Neopit, Wisconsin at 11:00 a.m. the group was met by Mr. Ray Peterson, Safety Director of the Menominee Lumber Mills and a member of the tribe. He joined the group in a hike through the woods to scenic Rainbow Falls where they had lunch. After lunch Mr. Peterson discussed various aspects of the Menominees -- their history, tribal

customs, government, relations with the federal government, the forthcoming Integration, and many other matters. After answering the trainees' questions Mr. Peterson took the group on a tour of the Menominee Mills, the largest lumber mill in Wisconsin, which is owned by the tribe and which employs some 600 tribe members. The profits of this mill, which cuts 20 million board feet of lumber annually, are distributed among the approximately 3,200 persons who are now on the tribal rolls. (One must be one-eighth Menominee to be on the rolls.)

Before leaving for Madison the group visited one of the nearby fire towers where they viewed the surrounding forest area from the top of the 120-foot tower.

May 23 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 24 :

Scheduled Classes

11:00 a.m. Seminar - Mr. Morris Rubin, Editor, The Progressive

Topic: The Progressive Movement

May 25 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 26 :

Scheduled Classes

May 27 :

Field trip to the Nunn-Bush Shoe Company, Milwaukee

The group arrived at the Nunn-Bush Shoe Company plant in Mil-

waukee at 9:30 a.m. where they were welcomed by Mr. Donald Bartley, Executive Vice President. Mr. Harry John and Mr. Larry Hant each took half of the students on a tour of the plant where they saw each step in the manufacture of high quality men's shoes.

After eating their lunches in the plant cafeteria, with beverages and dessert supplied by the company, the group was joined by Mr. Innis, Business Agent of the independent union in the plant, who answered the students' questions which were predominantly concerned with the operation of the company's distinctive industrial relations plan. Mr. Peter Waraxa, the plant superintendent, later joined the discussion of the plan. A certain proportion of the company's value-added in manufacture is allocated to wages for distribution among employees. A reserve fund is established from which workers may draw when lay-offs occur. This Nunn-Bush plan for fifty-two checks a year has now operated successfully for twenty years. The company also has a highly developed incentive wage system.

A lively question and answer session followed the explanation of this unique system which has received nation-wide attention.

The group left for Madison at 3:00 p.m.

May 30 :

Scheduled Classes

9:55 a.m. Professor Edwin Young: American Economic Problems

May 31 :

Scheduled Classes

11:00 a.m. - Mrs. Ann M. Mire - - Program Evaluation

State Department Program for German Industrial Relations
Trainees

Industrial Relations Center
University of Wisconsin

Guest Lecturers 1954-55

Joseph Mire, Executive Secretary Inter-University Labor Education Committee
"An Analysis of Primary Election News"

Fred Kramer, Activities Adviser, University of Wisconsin
"Campus Activities"

Tom Moses, Executive Secretary, Wisconsin Welfare Council
"The Migratory Labor Situation in the United States and Wisconsin"

Lester Seifert, Associate Professor of German, University of Wisconsin
"The German Language Program on Television"

Bob Ozanne, Director of the School for Workers, University of Wisconsin
"Workers' Education"

Ray Munts, School for Workers
"The U.A.W. - C.I.O."

Vernon Carstensen, Professor of History, University of Wisconsin
"The History of Wisconsin"

Ralph Huitt, Associate Professor of Political Science, University of Wisconsin
"Pressure Groups"

Mrs. Sophie Siebecker, Director of Family Service
"Review of a Case"

R. C. Salisbury, Director of Safety, Motor Vehicle Department
"Wisconsin Safety Regulations"

Edwin Witte, Professor of Economics, University of Wisconsin
"Social Security"

John G. Werner, Community Service Director, Wisconsin State Industrial
Union Council
"Community Service of Unions"

John Faville, Supervisor, State Welfare Department, Division of Corrections
"Correctional Institutions in Wisconsin"

David Fellman, Professor of Political Science, University of Wisconsin
"Discrimination in the United States"

Paul Ginsberg, House Fellow Advisor
"The Role of the Individual in the Success of the German Industrial
Relations Program"

Harold M. Groves, Professor of Economics, University of Wisconsin
"The Tax System"

Roy Vogelmann, Assistant Professor of Radio and TV Education and News
Editor, Station WHA
"The Communication System"

James Doyle, Member-at-Large, State Democratic Committee of Wisconsin

Jack Rouse, Executive Secretary, Republican Party of Wisconsin
"Party Organization"

Ralph O. Nafziger, Director, School of Journalism, University of Wisconsin
"The Press in the United States"

Bob Ozanne, Director of the School for Workers
"Union-Management Relations at Allis-Chalmers during 1937-47"

Theodore Morgan, Professor of Economics, University of Wisconsin
"International Trade"

Peter Keller, Labor Secretary
"The Work of a Labor Secretary of the Diplomatic Mission of the
Federal Republic of Germany"

Martin Glaeser, Professor of Economics, University of Wisconsin
"TVA as a Public Utility and Planning Authority"

Bob Treuer, Editor, Wisconsin State CIO News
 "The Labor Press in the U.S."

Harry Hamilton, Manager of the Co-op Credit Union - formerly Professor
 of Chemistry at Talladega College, Alabama
 "Cultural and Social Aspects of the South"

Joseph Mire, Executive Secretary, Inter-University Labor Education Committee
 "The Impact of Labor Unity"

Mrs. Willard Hurst, President of the Madison League of Women Voters
 "The League of Women Voters"

Miss Ada Deer, Graduate Student, University of Wisconsin
 "The Indian in Wisconsin"

Rolf Gall, Editor of the German Transport Workers' Union Journal
 "Problems of the Public Employees' Organization in Germany"

David Fellman, Professor of Political Science, University of Wisconsin
 "The American Courts"

Morris Rubin, Editor of The Progressive
 "The Progressive Movement"

LIST OF FIELD TRIPS* 1954-55

Sept. 24	Kroger Super Market, Madison
Oct. 1	Libby, McNeill & Libby Company, Hartford a) Canning factory b) Migratory workers' camp
Oct. 5	John R. Commons Labor Library, Dept. of Economics, University of Wisconsin, Madison
Oct. 8	Adult and Vocational School, Madison
Oct. 15	Allis-Chalmers Manufacturing Company, West Allis
Oct. 21	UAW-CIO Convention, Milwaukee
Oct. 22	State Capitol Building, Madison
Oct. 29	Extension Center of the University of Wisconsin, Racine The Johnson Wax Company, Racine
Nov. 2	Election Ward, Madison
Nov. 5	Forest Products Laboratory, Madison Coca-Cola Bottling Company, Madison
Nov. 12	Dane County Home for Aged, Verona Skaalen Home for the Aged, Stoughton
Nov. 19	Gisholt Machine Company, Madison Gardner Baking Company, Madison
Nov. 23	Hoberg's Paper Mills, Green Bay Wisconsin State Reformatory for Boys, Green Bay
Dec. 3	Headquarters, American Federation of State, County and Municipal Employees
	State Office of Governor's Commission on Human Rights
Dec. 10	Wisconsin State Prison, Waupun Ripon Knitting Mills, Ripon
Jan. 7	WHA Broadcasting and Television Station (Wisconsin State Broadcasting System)
Jan. 14	Blatz Brewing Company, Milwaukee
Jan. 21	Municipal & Military Airport, Madison

*Unless specified, the cities are located in Wisconsin.

- Feb. 11 Oscar Mayer Meat Packing Company, Madison
- Feb. 18 Snap-on Tool Corporation, Kenosha
- Feb. 25 Credit Union National Association (CUNA), Madison
- March 11 "Madison Newspapers", Madison
- March 18 Chevrolet Division of General Motors, Janesville
- March 25 Oregon School for Girls, Oregon
- Apr. 7-18 Spring Vacation Trip to South:
- 7th Springfield, Illinois
Visit to Lincoln's home and tomb
United Mine Workers' Building - U.M.W.U. District No. 12
- 8th Pawnee, Illinois
Tour of Mine No. 10 of the Peabody Coal Company
- 9th Memphis, Tennessee
Booker T. Washington High School - Conference there
with civic leaders of Memphis
Visit to Firestone Tire and Rubber Company
Visit to Beale Street
- 10 Natchez, Mississippi
Visit to famous ante-bellum houses
- 11-12 New Orleans, Louisiana
Tulane University
International Trade Mart
International House
City Hall
Kaiser Aluminum Plant
Boat trip in harbor on the yacht "The Good Neighbor"
French Quarter
- 13 Tuscaloosa, Alabama
Visit to campus of University of Alabama - Session with
faculty members, mayor of Tuscaloosa and representa-
tives of the Chamber of Commerce.
- 14 Birmingham, Alabama
Visit to Stockham Valves & Fitting Company
- Chattanooga, Tennessee
Look Out Mountain
Rock City
- 15 Knoxville, Tennessee
TVA Offices
Fort Loudon Dam
Model Farm

16th	Norris Dam and Power House Cincinnati, Ohio	September 22
18th	Chicago, Illinois Museum of Science and Industry	September 29
Apr. 22	Borden's Dairy, Madison	October 6
Apr. 29	Superior Court, Madison	October 13
May 6	University Electrical Research Farm, Madison	October 20
May 13	East Side High School, Madison	October 27
May 20	Menominee Indian Reservation, Neopit	November 3
May 27	Nunn-Bush Shoe Company, Milwaukee	November 10
		November 17
		December 1
		December 8
		December 15
		January 2
		January 12
		January 19
		February 25
		March 4
		April 1
		May 3

MOVIE PROGRAM
1954-55

September 22	"Wisconsin Makes Its Laws" "How a Bill Becomes a Law"
September 29	"Meat With Approval"
October 6	"Apprenticeship Program"
October 13	"The UAW-AFL Story"
October 20	"Badger Birthday"
October 27	"Tuesday in November" "Pressure Groups"
November 3	"Family Life" "Families First"
November 10	"Your Social Security"
November 17	"The Union and the Community"
December 1	"High Wall" "Boundary Lines"
December 8	"Men of the F.B.I." "The Secret Service Story"
December 15	"With These Hands"
January 5	"Radio Broadcasting Today" "Television - How It Works"
January 12	"Editor's Notebook"
January 19	"World Affairs are Your Affairs"
February 25	"The Milwaukee Way"
March 4	"Valley of the Tennessee" "The New South"
April 1	"The Roosevelt Story"
May 3	"The Supreme Court" "The Congress"

RESIDENCE HALLS LOOKS AT THE

GERMAN INDUSTRIAL RELATIONS TRAINING PROGRAM

Newell J. Smith

Director, Residence Halls

As we now look back on our fourth year of participation in the German Industrial Relations Training Program, we can sincerely say that this group has been the finest. Each year we hope that through our social educational program we can contribute as much as possible to the program of the German group, and in turn look to the group for important contributions to our own program. This group can truly be proud for it has fit in so very well with the goals and philosophy of the Division.

Our Residence Halls program is conceived as part of the University's educational system providing, in addition to the finest possible physical facilities, those social and educational goals and ideals that go far beyond that which one gains from the actual classroom. We strive to provide that type of purposeful life where an individual resident can expand and extend his education and understanding through the medium of group living experiences. By bringing together students of all races, creeds, and backgrounds, the social values of group living and the importance of learning to understand and respect differing viewpoints and ideologies become an important part of our program. The Division strives to attain this goal through the work of its own social educational staff, and through the encouragement and assistance given to the strong student government within the Division of Residence Halls.

The groups of German students who have been assigned to the Halls through the Industrial Relations program have, along with many other foreign students, been a welcome addition to our student body. They have had the opportunity to participate fully in many activities. Some have accepted responsibilities in our student government. Many more have participated in our dances, our forums and our athletic program. Their greatest contribution has been within their particular living units where they have contributed not only their time and effort toward the success of house functions and activities, but, by their mere presence, have contributed to the fine understanding of different peoples, so essential to our contemporary world.

Those of us in the Division who have worked closely with your group know well the problem of adjustment and integration that must be faced. We strongly feel that the few weeks some of you spent in the orientation center was of immeasurable help. We feel that many wonderful opportunities exist for you to take advantage of. It is this group that has shown itself to be the most open-minded, the most curious, the most desirous of learning all that a democratic group atmosphere here in the Halls can provide. It is with a great deal of anticipation that we are looking forward to again being a part of the German Industrial Relations Training Program next year.

Judy 1, 1955

COMMENTS BY W. B. TENNEY
 Assistant Director, Organization and Education
 CREDIT UNION NATIONAL ASSOCIATION

The 1954-55 school year was the third time the Credit Union National Association has had the pleasure of participating in the exchange student program. Since the students spend a day or less with us, it is impossible to develop acquaintance ship with them individually and we regret that fact. Our observations and evaluation must, necessarily, be on a general basis.

We believe the 1954-55 group was just a little younger than the previous two groups, although we have no evidence on which to base that conclusion. This group was a little less responsive, a little less interested in trying to translate the information we presented into something that might be useful in their future lives and careers. Far fewer of the individuals in the class gave any indication of ability to associate credit union activity as we portrayed it with any incident or situation in their own personal experience in which a credit union might have helped solve a problem.

Most of them were barely aware of the various existing facilities in their own country which deal with individual thrift and credit. We do not feel at all that this was a willful attitude on the part of the student group. Instead, it is related to their younger age and they simply had not yet reached a position in life where they had encountered the financial problems that are almost universal as people marry, start family life and begin to carve out a career. We are inclined to believe the situation would have been very similar if the class had been composed of American, French, English or students of any other nationality in approximately the same period of life, agewise. All of the groups have shown definite signs of intelligence and alertness.

Although this is only our third experience with these groups of exchange students, we are not novices in the matter of foreign relations or the exchange of information with foreign countries. Both by correspondence and personal contact we have for several years presented credit union information in any part of the world where there was evidence of interest. Canadian, Caribbean and Central American groups are members of our association, and we have had relatively close contact with them.

We have had visitors in our office in varying number and for various lengths of time from Europe, Asia and South America. We have presented our information through interpreters in many languages and have produced some printed material in both Spanish and French. Through these experiences, we have learned conclusively that the hopes and aspirations, the fears and prejudices, the reactions and impressions, the integrity and dignity of people are not particularly determined by geography, religion, social or economic status. We have proven to our own satisfaction also that when ordinary people of very different race, religion, or economic position can discover the common ground of their human similarity and sit down together and discuss it fully, the result is almost invariably a mutual understanding and appreciation that brings a little bit closer to reality.

the ideal of world peace so ardently desired by all but a very small number of the inhabitants of our world.

We therefore feel somewhat qualified to give "expert" opinion that the student exchange program is an extremely important and valuable method by which we can achieve a better understanding between peoples of the world. That better understanding is the outstanding possibility of success in our hope to make this a more pleasant world for each individual who lives in it. For that reason, we are very proud and feel it is a distinct privilege to share in this important program. We hope to take an increasingly active part in it and to encourage all other persons and groups with any motivation of humane good will to join in with their support.

While the German government has followed a clear line of foreign policy based on achieving a solid partnership between West Germany and the Western Powers, particularly the United States, the German people are not quite so sure that from a realistic point of view no other policy is possible but the one initiated and followed by the Bonn government under Chancellor Adenauer's leadership.

There exists, however, a good method of convincing the German people that they have nothing to fear and everything to gain if they support the policy of their own government. This method is to inform the Germans about American policy and institutions through the medium of other Germans who have been given an opportunity to study the American way of life in the United States for a longer period of time, when German students of the group 1954 - 1955 return to their country after about a year of living and learning in the United States they will be the very best ambassadors for the achievement of a real understanding between the two countries.

I was fortunate enough to offer to the German group one of the most important courses for a better understanding of American institutions, namely the basic course on American Federal Government and Politics. Every member of the group, no matter whether he had a completed high school training or not, was able to profit from this course and thereby to gain an insight into our constitutional system. In one of the preceding annual reports doubts were expressed whether university professors are the best people to carry out such a program. These doubts may have arisen because of the fact that the German students participating at first time in the program were not sufficiently prepared, either in reading ability or by previous education. In so far as the German group of 1954 - 1955 is concerned no

COMMENTS BY HANS KIRCHBERGER, EMERITUS

Lecturer in Political Science

In the third annual report (1953 - 1954) Mr. Josef Mire expresses the opinion that among the many programs which this country has undertaken in the postwar period to promote international understanding and cooperation the exchange program, of which the State Department Program for German Industrial Relations Trainees is a part, is perhaps the most important one.

I fully agree with Mr. Mire's evaluation of the program. During my several visits to West Germany in 1951 and the following years I noticed that the German people, at least a very considerable part of the population, were understandably full of misconceptions about the American way of life and the attitude of the United States toward international problems. They were inclined to believe that the threat of war came not from Soviet Russia but from the United States. I tried to destroy this erroneous conception. However, no American in Germany can fully convince the German people with whom he comes into contact that the United States, no matter which political party is in power, will never attack a foreign country.

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doubt could arise that teaching these students was a rewarding challenge for any university teacher. Of course, some of these students had some language difficulties, particularly in the beginning. Therefore, while lecturing in English I allowed them to ask questions in German and to give me an opportunity to explain certain features of American government in German and as often as possible by comparison of American and German constitutional features. To be sure, the constitutional system of the United States cannot simply be imitated by a foreign country. Still, this system is worth study by anybody interested in the structure and working of true democracy and the republican form of government. The latter cannot be maintained but will be replaced by dictatorship as soon as the separation of the legislative and executive powers vanishes. The principle of the separation of powers has been firmly embedded in the American constitution. I am convinced that, by studying our constitutional system the German students have learned to appreciate this important principle, now also adopted by the Bonn constitution. If these students and their probable successors in years to come are able to explain to ever growing numbers of their fellow countrymen how important it is to keep executive and legislative powers separated from each other, there will be less danger of a revival of any kind of totalitarian dictatorship. There are, of course, many other important constitutional principles. Most peoples, particularly the German people can profit from a knowledge of our Bill of Rights and its practical working. The members of the German group showed great interest in Congress, American election procedures, the two-party system and the Judiciary. Furthermore, they are now full informed about the authority and power of the President of the United States as well as about constitutional limitations

To prepare the soil for peaceful cooperation between nations, the very first step has to be the achievement of a better understanding. The United States Department of State deserves the gratitude of all concerned for having started this "adventure in world understanding". It is to be hoped that the "adventure" can be continued until it has ceased to be a mere adventure and has become a permanent part of our contribution toward international cooperation.

July, 1955

The many lectures, field trips, and seminars increased our understanding of this country, contributed to our knowledge, and eliminated the feeling of being a stranger, and -- what is so important -- eliminated some foolish and also some serious biases about America. In less than a year we learned a lot about the United States, and I know that I speak for all of us when I say that we not only learned about a country but that we also learned to love a country.

On behalf of the group I want to express my deepest thanks especially to Professor James, Mrs. Nire, to all of our instructors, and to all of our young American friends. In my thanks I want to include the administration of the University of Wisconsin, represented by the foreign student adviser, Professor Milligan, and thanks to the Residence Hall administration, represented by Mr. Ginsberg. We shall never forget that you made our stay here a most pleasant one.

Thank you very much.

FAREWELL TALK BY MR. ROLAND HAUSTEIN AT CLOSING EXERCISES

June 4, 1955

Dear Guests and Friends:

It is an honor for me to have the opportunity to talk to you at the farewell party of our German Industrial Relations group.

The time of parting is always a time of reminiscence, and at this moment I would like to give a brief review of our stay and our experiences here in the United States and at the University of Wisconsin.

Almost a year ago we arrived in the United States, fifteen young Germans, members of the German Trade Union movement, all with different anticipations and views about this modern and, as we soon learned, also unknown America.

Most of us had some notion that this is a country where, as we say in Germany, the fried pigeons fly directly in your mouth. But soon we learned that as in any other country the people here have to work hard, that they like to work, and that only through this work have the people of this country reached the achievements that we admire.

This perception was an important basis for understanding our relations with our American friends, the many families we got acquainted with, and the many fellow students we made cordial friends with.

Professor Young, the director of our program, Mrs. Mire, our student coordinator, our instructors, our roommates and house fellows led us into the American way of life gave us so much advice and were ready at any time to help us in answering the minor and major questions, satisfying our curiosity and thus giving the best they could give us as teachers and friends.

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Thank you very much.

CONCLUDING REMARKS

Ann Mire, Coordinator

The fourth nine month training program that the University of Wisconsin had conducted for German Industrial Relations students, has been closely patterned upon the structure of the original plan evolved by Professor Robert W. Fleming, and Professor Edwin H. Young, and carried out by coordinator Dan H. Kruger.

The group was somewhat smaller this year, consisting of fifteen students, all men and all active trades unionists. In spite of the seeming homogeneity there were great differences in background, education and political orientation. Also, as in previous years, most of the students lacked a sufficient knowledge of English to make the most of what was offered in terms of classes, contacts, and social activities, especially in the first semester.

Ten of the fifteen students, before coming to this University had spent several weeks at other universities, participating in an orientation program, an innovation, which seems to have been much appreciated by the students. Five of the group arrived directly from Germany, when the University was already fully operating, and were therefore, at the beginning at least, at a disadvantage.

The students were most cooperative, class attendance was very good and interest high. There have been, with one exception, no major difficulties. This concerned a student, who evidently lacked maturity and a sense of responsibility and should not have been selected in the first place. After painstaking consideration it was finally thought best to return him to Germany two month short of the program.

All fifteen students were housed in the student dormitories. The accommodations were such that no two German students were housed in one building. Each student had an American roommate. In two cases, both concerning older students, adjustment to dorm life had not been easy. A change would have been made in both cases but one of the students had to return to Germany on account of his mother's illness, and the other decided against the change after all.

All students were active in student affairs on the campus. They assumed responsibilities on various student committees and took part in the activities of the student's dormitories. They also made their own contributions to the social life in the dorms, by showing movies about their home land and arranging Liederabende, (recorded German songs) for their American fellow students.

As in previous years the students were registered as special students at the university. They were entitled to all the privileges extended to the other students, including membership in the Memorial Union, (student recreational center) the services of the student health clinic and infirmary and membership in various student organizations.

Administratively the program was under the general direction of

Professor Edwin Young, Chairman of the Economics Department and director of the Industrial Relations Research Center. Mrs. Ann Mire, was the coordinator for the trainee program, employed on a half time basis. She reported directly to Professor Young, was responsible for the carrying out of the program, for arranging field trips and taking care of financial matters and necessary correspondence. In the first semester she conducted a weekly one hour session with the students for the purpose of evaluation lectures and field trips and exploring additional interests. A committee composed of three students assisted the coordinator in planning field trips, seminars, and movies. Mrs. Mire also functioned as a counselor, on personal problems of the students. To assist in the clerical work Mrs. Ruth Zirbel was employed during the first semester on a half time basis. Her place was taken during the second semester by Mrs. Alice Holden. Mr. Crawford, graduate assistant at the University of Wisconsin, served as a program assistant, accompanied the group on all field trips and presided over the weekly afternoon seminar.

The coordinator and her secretary had their office in a temporary building on the campus, close to the Industrial Relations Center in Sterling Hall. Adjoining the office was a class room in which most of the program was conducted. Also at Sterling Hall is the John R. Commons Library of the Economics Department which has a large collection of books, pamphlets, magazines, and other publications in the field of labor and industrial relations.

The academic program in the first semester centered around a two hour course in labor economics conducted by Professor Young, a four hour weekly course in English by Mrs. S. M. Riegel, a two hour weekly course in political science, conducted partly in English and partly in German, by Professor Hans Kirchberger, whose native language is German. A good many of the guest lecturers in the first semester too spoke in German. The program seemed well balanced providing the students with a good insight in the field of labor, social institutions, and American culture.

In the second semester the program was built largely around the special interests of the individual students. On the basis of individual discussion with the director of the program, Professor Young, the students were encouraged to enroll in regular courses offered at the University. The planned program common for all students was limited to one course in American Economic Problems, conducted by Professor Young, a weekly seminar in American institutions, and a monthly discussion for the purpose of evaluating the program of the previous month and exploring future needs. A number of guest speakers from the regular university staff as well as outside representatives of government, industry and labor and a monthly movie hour supplemented the program.

An important aspect to the program was provided by field trips. All in all thirty-five field trips were conducted. As a rule the field trips started with a tour of the physical plant or an inspection of the building, followed where ever possible by discussions with both labor and management representatives. Quite frequently the students were also

entertained at luncheons and dinners in connection with the plant visits. Student reports on field trips were not made compulsory but encouraged and many of the students did turn in reports which offered an important insight in their learning processes. Recognizing that each of the students has individual needs and interests not necessarily shared by the group, great pains were taken to arrange individual interviews for the students with experts in various fields. Such appointments were made among others with the head of the local office of the Veterans Administration, with the research director of the public service union, with various union officers, with the head of the State Conservation Department, and others.

An innovation this year was the publication of an English edition of "Madison Reports". These reports have been published previously only in German, in intervals of three months. They have served as a source of information on the students life in the United States to their relatives, friends, union officials and employers in Germany. It was because of the persistent request of some of the American students that we decided to publish, in an English edition, a selection of articles from two of the three issues which appeared in 1954/55. The selections were made by a student committee and the translations were done by the students themselves.

These nine months have been an exciting experience. While it is extremely difficult to measure the actual value of the program in any specific terms there can be little doubt about its impact on both the German students as well as the Americans they came in contact with. In fact the impact is even more far reaching than one might assume. This is born out by many incidents which came to my attention during the year and of which the following is only one demonstration: One of the German students met a young student from Norway at the orientation center. The latter had lived through the Nazi occupation and had been an active fighter in the underground. He seemed very cool in the beginning if not hostile. When the German student invited him to Hamburg for a visit, he declined politely, stating that he had made a vow never to go to Germany. Before the Week was over however the Norwegian student had changed his mind and a date for visit to Germany was agreed upon between the two who had become good friends.

The German students came to this country hopeful of seeing many of the wonders they had been told about in their homeland but also full of misconceptions and fears. They wondered about their reception as former enemies; they feared that they would not measure up to the demands of the program; and they worried about their scant knowledge of the English language. Not the least of the reasons why the orientation program was greeted with such enthusiasm was, that there were other foreigners, including some from former enemy countries so that they did not feel alone.

It was gratifying to hear the students comment over and over on the friendliness of the American people and to note their genuine feeling that they were being fully accepted as friends. They further found that their concern about the program was equally unfounded. While they lacked - with one or two exceptions - sufficient academic background, almost all teachers testified to the fact that the majority of the students were very well read and had a great stock of human experience to draw on. Finally the handicap of the language was soon overcome and after a period of about three months none of the students had any serious difficulties.

This remarkable achievement is in large measure due to the full participation of the students in all activities of the university. The process of integration in American student life was fast and complete. It constituted a major contribution to the success of the program.

APPENDIX

A. Roster of Students

B. Class Schedules

1. Fall Semester

2. Spring Semester

APPENDIX

- A. Roster of Students
- B. Class Schedules
- 1. Fall Semester
- 2. Spring Semester

STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINEES
INDUSTRIAL RELATIONS CENTER
UNIVERSITY OF WISCONSIN
1954-55

Participants

NAME	HOME ADDRESS	OCCUPATION
Binder, Hans Karl	Seestrasse 36 Heidenheim/ Brz. Wuerttemberg	Turner
Bock, Stephan Hans	Bogenstrasse 105 Koblenz	Student: History and Economics
Briesenick, Karl-Heinz	Am Berge 3 (20a) Luechow, Hannover	Civil Service Employee Refugee Section
Edeler, Peter	Krochmannstrasse 37 Hamburg 39	Civil Service Employee City Administration
Fuchs, Werner Georg	Barerstrasse 52 Muenchen 13	Mechanic
Gross, Herbert	Gueglingerstrasse 17 Kleingartach, Kr. Heilbronn a/Neckar	Locksmith
Haustein, Roland	Luisenstrasse 40 Offenbach a/Main	Moulder
Hill, Werner Siegfried	Abelsbergstrasse 14 Stuttgart 13	Export Tradesman
Klein, Harald August	Friedrich Ebert Damm 40a Hamburg Wandsbek	Apprentice Machinist
Knuemann, Wilhelm Engelbert	Kapitelstrasse 40 Neuss a/Rhein	Civil Service Employee City Administration
Kytzler, Horst Johannes	Schleiermacherstrasse 7 Berlin SW 29	Apprentice Printer
Runkel, Manfred	Pyramidenstrasse 13 Mannheim	Police Official
Schallert, Siegfried	Stephanikirchhof 5 Bremen	Apprentice Engineer
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Wolff, Eberhard	Storpstrasse 1 Essen-Ruhr	Civil Service Employee City Administration

STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINING
INDUSTRIAL RELATIONS CENTER
UNIVERSITY OF WISCONSIN
1954-55

60

Participants

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Kunkel, Manfred	Pyramidenstrasse 13 Mannheim	Police Official
Schaller, Siegfried	Stephanikirchhof 5 Bremen	Apprentice Engineer
Schroeder, Horst	Mindener Strasse 15 Berlin-Charlottenburg I	Civil Service Employee Welfare
Wolff, Eberhard	Storperstrasse 1 Essen-isthr	Civil Service Employee City Administration

FALL SEMESTER
STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINEES
INDUSTRIAL RELATIONS CENTER
UNIVERSITY OF WISCONSIN

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
8:50-9:40	General Discussion Ann Mire	English Mrs S. M. Riegel	English Mrs. S. M. Riegel	English Mrs. S. M. Riegel		
9:55-10:55	Political Science Prof. H. Kirchberger		Political Science Prof. H. Kirchberger		F I E L D	
11:00-11:50	Economics 122 Prof. E. Young		Movie Hour		T R I P S	
12:00-1:20			L U N C H			
1:20-2:10	Am. History Mrs. Anna Lou Owen		Amer. History Mrs. Anna Lou Owen			
2:25-3:10	Economics 122 Prof. E. Young 401 Sterling	American Institutions Seminar T-12	Economics 122 Prof. E. Young Sterling 401			

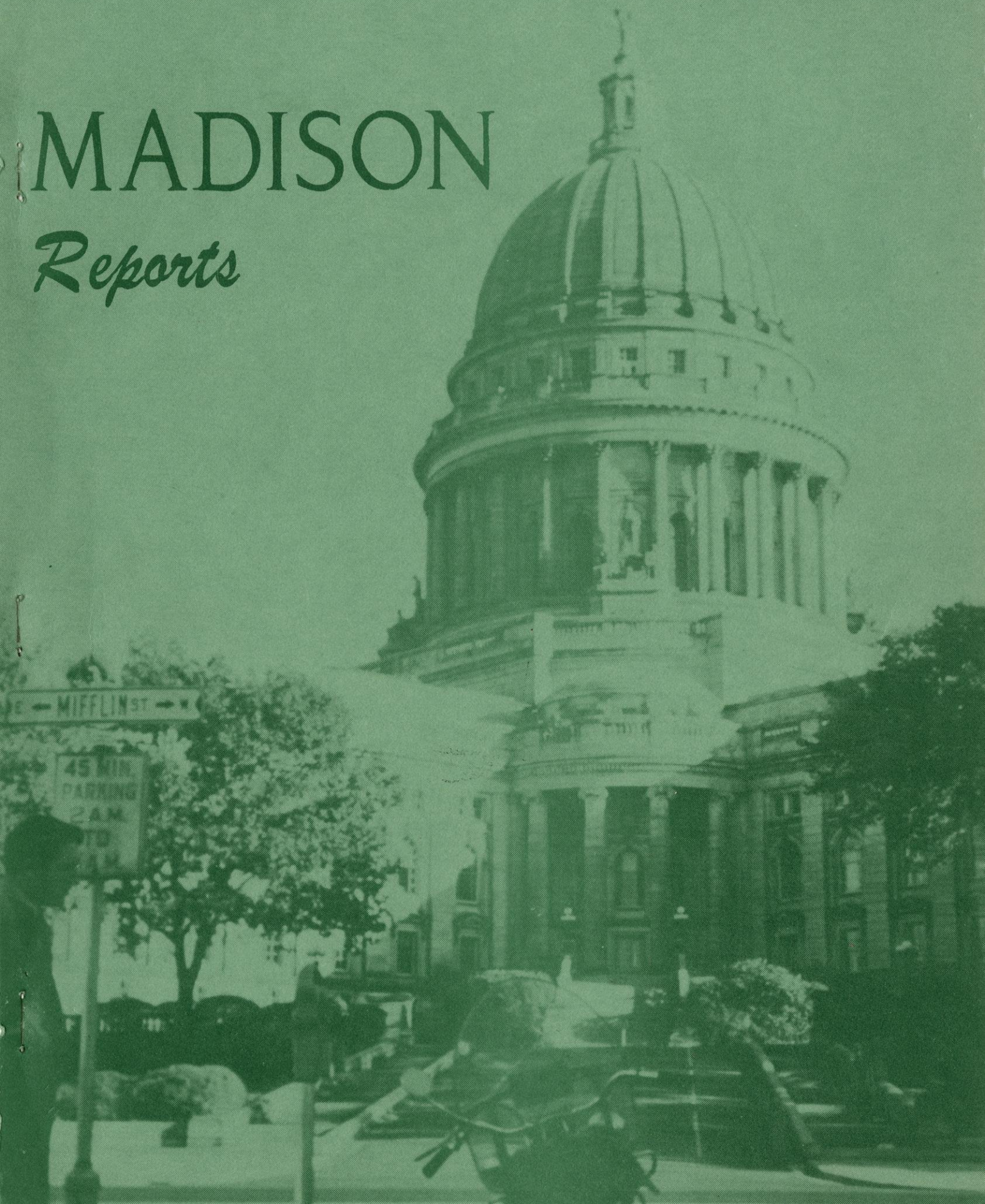
SPRING SEMESTER
STATE DEPARTMENT PROGRAM FOR GERMAN INDUSTRIAL RELATIONS TRAINEES
INDUSTRIAL RELATIONS CENTER
UNIVERSITY OF WISCONSIN

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:45-8:35					Field trips Movies
8:50-9:40		12 Students Economics 144 Prof. Selig Perlman		12 Students Economics 144 Prof. Selig Perlman	
9:55-10:45	Am. Econ. Problems Prof. E. Young		American Economic Problems Prof. Edwin Young		
11:00-11:50					
12:00-1:20			LUNCH		
1:20-2:10					
2:25-4:30		Seminar in American Institutions		Monthly Program Discussions	

The rest of the time left free for attending regular University classes.

MADISON

Reports



MADISON REPORTS

Magazine of the German Industrial Relations Trainees, University of Wisconsin, Madison,
Wisconsin, U.S.A.

5th Year 2nd Issue
May 1956

2nd English Edition

Editors: Helga Stine Ruth
Dr. Heinz Wagner

The views expressed in this magazine are those of the authors and do not necessarily reflect
the views of the University of Wisconsin.

Issues of the "Madison Reports" have been read eagerly by students, alumni and friends of our German Industrial Relations Trainee Program. These reports not only provide an avenue of expression for the students to analyze and comment on their experiences in this country, but also provide to others outside the program one of the most valuable bases of appraisal - the participants' own words. For the students, program staff and for the University, we are pleased to present the present issue of "Madison Reports".

L. Reed Tripp, Director

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L. Reed Tripp, Director

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This Is How We Started

By Juergen Matthiessen

Each year many German students go to the United States in different exchange programs. I am going to write about one such group of people who are attending an American university as "Industrial and Labor Relations Trainees". To call them students would be misleading as the majority of the forty members of this group are holding various positions on either the management or the labor side in German companies. The one year training program in industrial relations is sponsored by the U.S. Department of State.

The systems of selection varied in the different German Bundeslaender. Essentially the Exchange Department of the U. S. Mission (former HICOG) addressed the employers' associations and the labor unions who in cooperation with the different companies made the preliminary nominations. Then the U.S. Mission, considering applications, school and university records, curricula vitae, etc. made the second selection. The next step was an interview held at the U.S.-Mission by U.S.-Representatives, German Government Officials, Employers' Association and Labor Union Representatives with the purpose of finding out about our knowledge of English and about our characters and attitudes. Out of twenty applicants eight were selected at this interview. Their names were given to Washington where finally six were approved. This was the procedure in Berlin; and as I heard later it was handled similarly all over Germany where in the end thirty-four persons were chosen out of hundreds of applicants.

The approval from Washington came about four weeks before the date set for our departure from Germany. Now everything was done in a real hurry: vaccination against smallpox, photos for the visa - not ordinary photos, but special measures, bright backgrounds, both ears visible. Application for the visa had

been made in advance, now a medical checkup was required, our fingerprints were taken - all ten fingers - and at last after a long waiting time we got the visa. The last days were reserved for goodbyes and for packing the suitcases.

A plane took the six of us from Berlin to Frankfurt, where we met this year's group of "Industrial and Labor Relations Trainees" from Western Germany. There were now forty of us, three young ladies included, gathered in the Carlton Hotel in Frankfurt to pay the premium for one year Accident and Illness-Insurance and to receive \$25.00 spending money which amount was supposed to be sufficient until New York.

On the same day, it was the 9th of July, we took the train for Genoa in Italy via Heidelberg, Stuttgart, Basel, Luzern and Mailand. Unfortunately we passed the wonderful scenery of the Swiss Alps during the night. Very early in the morning we arrived in Genoa and were received by a representative of the American Export Lines who invited us to a very nice Italian breakfast. A chartered bus took us to the harbor and after very brief visa and custom controls we were on board the snow white 30,000 ton ship, the S.S. Constitution. Our baggage was brought to our rooms on the ship.

Standing on the deck we watched as the Constitution left the harbor of Genoa. But nobody was waving at us, only at the many Italian emigrants who were on board.

The Constitution was built in 1951 and has very modern facilities. I was surprised at the luxury which we had even in the tourist class. The whole ship was air conditioned, we had invitingly furnished rooms with two or four beds, adequate closets and dressers. There were very comfortable rooms for reading and writing purposes and a very nice bar. It was a real pleasure to sit in the dining room selecting delicious dishes from the voluminous English-Italian menu which sometimes proved to be more or less a guessing game. On deck there were opportunities to play shuffle-board and decktennis, there was a salt-water

swimming pool and there were deck-chairs in which to relax in the warm 3.
sunshine. It certainly was a hard life - we played, swam, ate, danced, and
slept all day long. But that was the kind of life we liked anyway - I tell
you.

During the voyage we had nice weather, bright sunshine, and calm sea
except for two days when it was a little stormy and foggy. This was enough
to make some of us sea-sick.

It was July 10th when the small tug boat pulled the Constitution out
of the port of Genoa. The first night we stopped at Cannes and some new
passengers came on board. The last stop before reaching the open Atlantic
was Gibraltar. Again there were new passengers but there was something else
that caught our attention: all of a sudden several small rowing boats came
around our ship, and Spanish men standing in these boats offered souvenirs.
If any of the passengers watching these boats seemed interested, the Spaniards
threw with great skill the desired souvenir on the deck of our ship which was
at least 35 feet above sea level. The merchandise was attached to a piece
of cork to prevent it from sinking if the men didn't succeed; but this
arrangement was even more important when the passengers threw the money back
in the same way, as it usually fell into the water. With the exception of
two, however, the Spaniards seemed to have no permission for this kind of
business. A British police boat was busy keeping them from getting the
desired dollars.

When two days later early in the morning we passed the Azores with
their lovely green meadows showing up in the middle of the ocean we realized
that this would be the last land we would see for five more days.

It was a foggy morning when we entered the mouth of the Hudson River on
July 18th. We passed the famous Statue of Liberty and the impressive Man-
hattan Skyline with the sun rising behind it and finally approached pier 48,
the home of the American Export Lines. It was about 9 a.m. when the ship

stopped. It took us more than three hours to pass the immigration and

custom officers. Porters took our baggage to waiting taxi cabs which

brought us through the heavy traffic of New York City to the Hotel Martini-

que on Broadway at 32nd Street. By then we began to realize the terrific

heat and humidity New York was suffering in those days.

The next ten days were free for private arrangements. So we started exploring this big and exciting city - New York.

"Orientation"

by Manfred Heinen

America invites about 4000 students a year from countries all over the world and gives them the opportunity to supplement their education. The great majority of them has not been to the United States before. Their knowledge of English differs greatly, and so does their ability to take part in American social and cultural life and to adjust to the new environment. To ease problems of adjustment, the "orientation" program was started, in which foreign students were spread out over several colleges in different parts of the country.

Especially the language barrier is hard to take for the newcomer, even if he may have a fair knowledge of vocabulary. He does not dare to speak. To overcome this barrier was made easier in "orientation" because every participant in the program had to face the same difficulties in various degrees. Being in the same boat, the language ^{was} a challenge rather than a barrier.

Another problem, more of an emotional nature, was overcome by the spirit of our American friends on the campus. The problem of feeling lost in a foreign country did not arise because of this spirit and the patience in understanding and helping. So "orientation" had to turn out as a success.

In the program itself several English classes for the different levels of knowledge helped us to improve our ability to communicate with each other and to follow the lectures and seminars more easily. By reading American literature some facts of American life and its problems became more apparent. Lectures in history, social life, political

problems, and government organizations gave us a briefing in American development and helped us to understand certain patterns and attitudes which form general standards of the American people. The topics of our lectures were based on questionnaires in which every participant of the program had quoted his main points of interest. In addition to that, seminars were held where everyone had to give a presentation about a topic of his own choice. Outside speakers came to the campus to give lectures on topics of common interest. Weekly field trips made us acquainted with American industrial companies, and public and governmental institutions. Last not least, a home week when every individual student lived with an American family helped us in better understanding of the American family and community life. Thus, through the organization of the academic and other programs as well as through the outstanding personalities of the administrative body our orientation program was extremely successful.

All these experiences were accompanied by a wonderful time in international understanding. The living on a campus together with students from many nations, the communicating with people of different cultural backgrounds but an open mind gave us the opportunity to make friendships throughout the world.

Open Doors in American Plants

by Juergen Matthias

I find the same remarks in various letters from home: It is amazing how much you are getting to see while you are in the United States. How do you get into so many plants, who introduces you, and where, and how do you make connections with the men in charge. And I remembered the difficulties I used to have at home when I tried to visit an operation, a plant, or a laboratory. It was not only that the company did not want to have anybody in their plant for various reasons, but many factories were just not built in a way to permit guided tours.

So I felt it would be of general interest for the people at home to hear the planning story of my last field trip which was a private trip and not prepared as they usually are by our field program director.

The field trip was planned for seven days, covering 1400 miles and four big companies in Ohio and Pennsylvania. I wrote letters to either the Industrial Relations Department or the Public Relations Department of the companies, introducing myself as an Industrial Relations Trainee and asking for a tour and for some informative material in advance in order to get prepared for the trip. Within a week I got answers, material, illustrated pamphlets of the companies and their products, nearly everything I wanted - and double the amount I expected. Here is the answer of one of the companies: "You are welcome to visit one of our operations, when you are here at the end of January ... Also, as you requested, we have enclosed some background material which

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we hope will help you in your studies."

And this letter was typical of the reaction of all firms I had written for private tours of their operations. The material I received enabling me to study in advance the special problems of the industry increased the efficiency of the actual tour.

Since I had to arrange everything within a week, I had to ask for tours for certain days. Although everything had to be done on short-term agreements, the companies accepted nearly every time I proposed taking into consideration my time and my arrangements.

On my arrival at the companies I found that remarkably good preparations had been made for my tour. All tours have been arranged just for me, and since my main interest was concentrated in industrial relations the guides were chosen in regard to that. So I found answers to nearly all my questions, and still the people in charge of industrial relations invited me for another question period.

I was really impressed by the hospitality of American industry. A stranger writes a letter, and he is welcome to see whatever he wants and finds information for everything he wants to know. You don't need to have connections, you don't need any introduction; the cooperation of industry and academic education gives each student the wide open opportunity to broaden his academic, theoretical training by gaining practical experience in industry and economy.

The University

by Horst Koerner

When I was attending an Austrian university a few years ago, it took me quite a while to become acquainted with the university and its institutions. Later when I changed to a German university, I used to think of myself as a 'full-fledged' student; but I had to start all over again because I had to acclimate to new conditions. This change of atmosphere was even more radical last fall when I registered at the University of Wisconsin. Although the difficulties seemed almost insurmountable at first, they were later overcome with the help of many fellow "Badgers" who were very willing to orientate me in their way of life.

Both the American and German universities have in common a humanistic concept of education, which is to develop mature, responsible individuals in their society. For this purpose they have provided general courses of study, as for example, the ILS course (Integrated Liberal Studies) offered at this university. This course has as its objective the educational preparation of a student in many fields of study so that he will be a well-informed citizen.

Formerly only a few people in proportion to the rest of the population had the privilege to attend a university. This privilege elevated a person above the other levels of society. The class-consciousness which resulted was especially felt among the students, who readily divided into groups and set up new institutions. Today the typical European university still has some people who share the sentiments of their student predecessors. They are preserving their

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historical heritage which they proudly display in the customs and rituals that they practice.

The general trend today leads away from class-consciousness toward a more democratic society. As education is gradually being directed toward mass-education, the universities are attempting to accommodate the large influx of students which resulted from the emphasis that has been placed on the need for a general education. In attaining this goal of mass-education, the U. S. universities are ahead of its parent universities in Europe because they are provided by law with substantial sums of money which help to reduce tuition and provide scholarships and aid for a large number of students.

Let's compare the educational systems presently used in the U. S. and Germany. As preparation for university work an American student has to complete twelve years of "basic" education. The usual age at which a student graduates from high school is eighteen. After having taken a college entrance examination and scored satisfactorily he is allowed to attend the university.

A German student generally enrolls in the university at nineteen after he has passed a final examination at his "Gymnasium" called the "Abitur". At this time he has completed a course of study which in its comprehension may be comparable to the education an American student has got after two years of college.

The German university is conducted in nearly the same way as a graduate school is here. Tests are infrequent and more emphasis is placed upon individual work in the form of reports and papers. The German student enjoys academic freedom as soon as he enters the university, whereas the American student has to conform to the many regulations set up by the university administration. He is plagued with

exams and quizzes, compulsory attendance, and advisorial counseling.

The mentioned differences should not be overemphasized. At stake is education in itself.

Student Life, Here and There

by Juergen Matthias

One would think that students live their own way, the same way all over the world. All students look forward to the time when they leave school and are able to use their knowledge in order to become educated, independent citizens. But nevertheless, they enjoy the time they are students, have their parties, sports, and whatever other activities students participate in. Although, students all over the world are a special group of people; they love their "alma mater" and enjoy their fun and free academic life.

I learned that in spite of these common aspects of students' life, there is still a big difference in the life of students here and there.

The first big difference I observed was the institution of the campus. Dormitories, house-fellows, and social activities as a part of this little town within the University-city are just unknown to German students. When I enrolled in the law school of Marburg University, the first and most important thing to do was to look for an apartment. This was not only difficult because of lack of housing, but it was an enterprise with regard to individual taste. Some students prefer downtown location, others think it is more important to have a sunny, bright room; in the end everybody finds a compromise between his ideals and his financial ability.

In Madison I was assigned to 105 Gilman House, one out of

eight units of Kronshage Hall. All rooms were alike, and the whole hall looked very uniform. Later I learned that about 600 students live in Kronshage Hall, in rooms similar to mine, each unit having student advisers, and house-fellows.

Now I understood why American students at German universities missed their "campus life". Spread all over the town as German students are they find it impossible to organize house-parties, athletic teams, waterfights in and between the dorms, and other activities. Not used to very independent housing, it must have been hard for American exchange students to take part in our student life, which concentrates so much more on small individual groups of friends.

Another remarkable observation was the big interest of the University and its institutions in providing a very active social life for the students. The "Union" as the club house of the University campus offers a broad program of parties, speeches, movies, and other events all year round, thus bringing together the many students and the lovely co-eds. My "Alma mater marburgensis" still keeps its stand that the purpose of a university is to offer the students all facilities for studies and education, and that the social life of the students is up to them. But actually in the German system, there is no need for University sponsored activities. Fraternities, political and religious student groups, sport clubs and other professional organizations provide not only their members, but all students with an all-round program of social activities.

But still, without the institution of the "blind date" it is

somewhat more difficult to get a date for a dance, at least it requires more skill.

There is something I think is wonderful about American Universities. When I watched the first football game at Camp Randall Stadium, where 60,000 "Badgers" cheered for "their" team and proudly celebrated the victory of "their" school, I felt that we don't have anything comparable to this. That doesn't mean that German students don't care for sports; they all are active in some sports themselves. But a custom like the singing of "Varsity" which creates pride and love of the students toward their University is just unknown to us.

There is another thing which I think is different. Since the percentage of Americans attending universities is much higher, many of them studying fields we don't even teach at universities, since Americans call everybody a student who still learns something at school (I learned the expression "pupil" in English class, but I never found out who is a pupil and when he becomes a student) - the number of students is extraordinarily large. Furthermore, almost all students work at a part time job besides their studies or are only part time students. This integration of students into the social and economic life of the country results in a less important difference between students and not-academically-educated people, which at home still sometimes leads to tensions.

There are many more differences between students and "Studenten", due to age (our students average higher in age), system of education, and philosophy. But when you see the Badgers sitting in their Badger tavern raising their glasses of beer

and singing:

"Praise to thee, our alma mater"

then you may compare them with our students, praising their school

"Marburg, blueh in Ewigkeit".

And when you watch the formals, the couples in the Union, and in

the library, when you hear the problems of the young men and girls,

you realize, there may be a different way of living, but students

really don't differ too much.

than I remembered them from my first short visit to the

South at around Christmas time.

Mr. St. Louis and Memphis as finally came to New Orleans.

from geography lessons in school I remembered that the place is one

of the important harbors of the United States. I also realized

that New Orleans is known as the home of jazz - but very soon I

found out that there were many other interesting things in New

Orleans, too.

New Orleans - the center of domestic and foreign trade for

the Southern part of the United States. A sign of the importance

this city has had since a long time are the old estates outside the

town. A visit to Tulane University, originally one of them, would

impress everybody with the beauty of this style. Old trees and

old houses form the campus. They create the atmosphere of the old

days which gives one the feeling of peace and quietness.

However you find the new and modern New Orleans. The Inter-

national Trade Mart is the window to the world for the businessmen

around this area. Almost every business has some relation to the

harbor which is the center of business in New Orleans.

New Orleans

by Hermann Muennichow

Spring had just started when we drove from the icy North down South. The valleys in Tennessee were green and the first flowers were blooming. In Mississippi the farmers were ploughing the ground. Everything looked fresh and beautiful under the bright sun. Even the old shags of the poor negro farmers looked more pleasant than I remembered them from my first short visit to the South at around Christmas time.

Via St. Louis and Memphis we finally came to New Orleans. From geography lessons in school I remembered that the place is one of the important harbors of the United States. I also realized that New Orleans is known as the home of Jazz - but very soon I found out that there were many other interesting things in New Orleans, too.

New Orleans - the center of domestic and foreign trade for the Southern part of the United States. A sign of the importance this city has had since a long time are the old estates outside the town. A visit at Tulane University, originally one of them, would impress everybody with the beauty of this style. Old trees and old houses form the campus. They create the atmosphere of the old days which gives one the feeling of peace and quietness.

Downtown you find the busy and modern New Orleans. The International Trade Mart is the window to the world for the businessmen around this area. Almost every business has some relation to the harbor which is the corner stone of business in New Orleans.

Ships from all over the world come here to bring and to get goods.

Very close to the busy center of the city you find the French Quarter. A visit by daylight will give you unforgettable memories of the French Market, St. Louis Cathedral, and the romantic houses built in the old French style. A visit by night, however, will show you the exciting glamour of Bourbon Street, St. Peter Street, and Royal Street. In almost every house you find a night club or bar, - and certainly also a small band playing Jazz. You can listen for hours and hours to the music without getting tired. It fascinates you, you take part in it, you cannot escape it, even if you are not a Jazz-fan.

That is New Orleans, the center of the South, where the pirates lived, the negroes were imported, and the New Orleans Jazz originated.

Housing Programs in the United States

by Marion Lenz

Low rent public housing programs have been adopted in approximately 750 cities throughout the United States. Congress' passing of two housing acts (1937 and 1949) authorized federal aid to local housing authorities. The purpose of this program was to clear slum areas and to provide decent, healthy living quarters for the low-income families otherwise unable to afford them. Up to 1954 already about 450,000 dwellings were completed. Private architects and engineers, hired by the Housing Authority, designed simple and economical houses, which met the needs of families with children. The sizes of living units range from 2 to $7\frac{1}{2}$ rooms. The housing programs are non-profit public ventures. Some have been financed by the cities and states, but most of them are built with federal aid. They are owned by the Housing Authority which operates the projects and takes care of repairs, maintenance, and other necessities.

Who are the entitled families?

Only low-income families from substandard dwellings or from homes that must be demolished because of slum clearance are allowed to move into low-rent public housing. Priority is given to families with children. The limit on income entitling a family to move in is about \$3100 a year for two persons. For each child under 21 years of age you have to add \$100. The limit on earnings which allows the family to stay in is a little higher than the limit for moving in. Upon further increase of the income above this given limit, the family has to move out within the next three months to make room

for another low-income family. During this time, before moving, the tenant is charged a higher rent.

How much is the rent?

The rent does not usually depend upon the number of rooms, but only upon the income and is equal to $1/5$ of the gross income (before deduction of taxes). The calculation is made after deducting \$100 for each child under 21 years of age. The rents vary from \$21 to \$71 per month. With a change of income the rent changes automatically. Through this regulation it is possible for each family to inhabit as many rooms as needed for the number of persons. It works against the trend of families moving into homes with too few rooms in order to save money.

These low rents don't pay all the expenses of this housing program. They cover indeed all current operating costs, but only partly cover repayment of the bonds. The balance of about 25% is paid by the federal government.

For most families this housing program has turned out to be a stepping stone from slum areas to good private homes. After having lived for a while in better homes they get the desire to raise their standards regarding their living conditions. Statistics show for instance that in Chicago at the three oldest projects more than $4/5$ of the original tenants have moved out to better private homes. This proves that this program has, besides providing new good living areas, a sort of educational value, since people who become acquainted with living in a good home are afterwards more willing to spend a higher percentage of their income for rent.

Public Transportation in the United States

by Marion Lenz

When you read about the number of cars owned by the people in the United States, you might get the impression that everyone is driving a private car only and that local transportation has become useless. That is not quite true. There are still about 15,000,000 people making use of mass transportation daily. Compared with 1946 this number has been decreasing, but it is still higher than the 1941 figure of 14,000,000 people. One explanation for this high number of public transportation users is given by the very narrow streets, common in older cities, which make a maximum use of private cars impossible. The one-way street is of little aid in solving this problem. Overnight widening of these streets is impossible when one considers the long life span of the average houses. For the above reasons, it can be easily understood why in great metropolitan areas, such as New York, the ratio of private cars to public transportation is very low.

The following figures may make it plausible as to why some big cities (for example, Chicago) even enlarged their rapid transit lines. It cannot be overlooked that the use of private cars requires much more street area. For private cars you need 260 square feet (36 m^2) per passenger. A bus reduces this area to only 70 square feet ($7,9 \text{ m}^2$) per passenger. Besides the large amount of street area necessary for private cars, 170 square feet ($18,8 \text{ m}^2$) of parking space per car is also required. The street capacity for the following is shown:

Private cars	Street	1200 persons/hour/lane
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Private cars	Freeway	2400 persons/hour/lane
Buses		9000 persons/hour/lane
Streetcars		13500 persons/hour/lane
Subway	Single units	20000 persons/hour/track
Subway	Multiple units	40000 persons/hour/track

This may give an idea that public transportation is more efficient for larger cities.

Smaller cities with less traffic problems will give us a different picture. Cities with 300,000 up to 1,000,000 inhabitants will probably neither increase nor decrease their public transportation. In cities with about 50,000 inhabitants public transportation will decline. At times the question arises whether or not it should be cut off completely. But this would be morally not possible. It must be kept in mind that there will always be some people who cannot drive their own cars for economic or some other reasons. These people, although it might be only a small group, make the existence of some type of mass transportation necessary. Only in cities with less than 10,000 inhabitants you can cut off every form of public transportation because one can walk almost all distances in one hour or less. This time has always been considered as the maximum travelling period between home and the place of work.

Regarding all these facts you will realize that even a further growth of the number of cars results as a whole in a decline in the use of public transportation, but some means of group conveyance will probably always be indispensable.

Mexicans at the Canadian Border

By Juergen Matthias

A remarkable phenomenon in the Northern states of the U.S. is the great number of Mexicans working as hands on many farms in Michigan, Wisconsin and other Northern Midwest-States. In Wisconsin the annual figure varies from 12,000 to 18,000.

Three interesting facts will be noted by superficial observation of these strange people living in the North.

- (1) They live together in more or less big communities; only few live by themselves. These communities follow the habits and customs of Mexico. The fact that only about 3% of Northern farms employ Mexicans proves their concentration.
- (2) They live together with their families, in contrast to the American migrant farm-hand who, following the harvests, travels alone but returns to his family when the harvest-times are over. The Mexican family works almost like a unit, already the children do their farm-work.
- (3) When the harvest-season is over the whole Mexican community returns to the South in order to avoid the severe winter in the Northern states.

How did these Mexicans come to the United States? Basically there are three groups of Mexicans living and working in the U.S.

- (1) The most important group by number consists, politically speaking of citizens of the United States. They are descendants of the people living in the former Mexican areas Texas and New Mexico taken over by the U.S. as a result of the Mexican War. Others are naturalized immigrants. Because most of the Mexicans of this category are residents of the state of Texas, they are generally called "Texas-Mexicans".
- (2) Many thousands of seasonal workers are invited to work in the U.S. for a year by a mutual contract between the Mexican government and the government of the U.S. But this group is not very numerous.
- (3) The Mexicans covered by the third group are illegally immigrated workers, who are well-known under their sarcastic nick-name "wetbacks", because their route to the United States leads in most cases through the Rio Grande River. They also come only for a season, allured by the "high" wages on the other side of the border, but go back in the winter months to take care of their own farms or jobs. Their exact number is unknown; the long and

uncolonized borderline does not allow any successful control in spite of the desperate attempts of the U.S. Border Police. Rough estimates come to about 25,000 and 35,000 annually.

That answers the question of where these Mexicans come from; it does not answer the more interesting problem of what makes this many people move every year over thousands of miles to the North which is so strange to them. This question becomes even more interesting, when we learn that those migrant workers mostly belong to the group first mentioned, that means they are settled citizens of the U.S. One should think they would have the least reason for wandering each year all over a continent.

But there is an explanation for this phenomenon. The big offer of illegal manpower which naturally is much more inexpensive leads to unemployment of many "Texas-Mexicans", who, living in the United States - that means within the Dollar-Currency - are forced to ask for decent earnings as they have to live from their summer savings during the winter months. That is not true for the illegal Mexicans who leave the country after the harvest time and go back to their homes where they profit by the exchange rates Dollar vs. Peso. They can afford to earn much less, because even a daily earning of five Dollars would mean double the amount of money they possibly can earn at home. So it is not too difficult for them to save enough money to get along during the "dead time". The settled Texas-Mexicans cannot work under such calculations; his improved standard of living forces him to higher expenses. He has to look around for a better chance of earning sufficient money. He finds this change in the North with its serious shortage of farm workers.

Still unexplained is the question of why the illegally immigrated wetbacks do not accompany the Texas-Mexicans on their way to the North where their chances of making money would just double. But there are good reasons for this fact.

First, the wetbacks are unable to organize and finance this long trip which runs at least over a thousand miles and requires some organization. They have no funds; they feel "out of necessity" they have to take the first job offered; they need money at once. Besides, while in the South, especially in Texas with a large Mexican population, the wetbacks are safe from being caught as illegals. The trip to the North would endanger the whole deal. If caught there without proper papers, it would mean at least being sent back home. They cannot afford to take this risk and for them the earnings in the South are already sufficient. In equivalence to the Peso, their dollar-earnings in the South mean a small fortune.

So we find the situation of settled people moving each year over thousands of miles to work in the North, driven out of their former jobs by less expensive illegal work force. The annual mass-moving over the Rio Grande Borderline results in a mass moving from Texas to the Canadian border.

How does the North look upon this annual "immigration"?

The small farms, family-operated, are disinterested in any help, but the big farms, and especially the huge canning-companies which buy their fruits while still on the fields and take over the harvesting by contract, welcomed the first Texas-Mexicans as able and willing farm hands. Used to hard work and hot climate, the Texas-Mexicans are very efficient workers. In the course of the years a more or less steady employment developed on the farms and in the plants.

But the big companies, especially Libby, McNeill and Libby, which employs today about 500 Texas-Mexicans each season, realized, that their needs could not be satisfied with the unorganized, accidental offer of this labor-force. In order to insure a steady and dependable labor force the company developed a hiring procedure which today is copied by many other employers of Texas-

Mexicans.

At first the company figures out how many hands are needed to harvest the fruits bought by the company. Then a personnel management man is sent down to Texas. He has experience, he knows most of the "bosses" he deals with, and normally he goes each year to the same Mexican community. At Libby's some Texas-Mexican families have been working for now ten years.

The company representative promises work, wages, housing and travelling allowance, and other benefits too. Sometimes he even lends money to enable the group to come up to the North (paying bills, buying gasoline, etc.). The "boss" on the other hand promises the required number of workers.

One difficulty arose. The state of Texas was afraid to lose its inexpensive labor force to the North. So high taxes were levied on hiring of Texans (and the Texas-Mexicans are citizens of Texas!). These taxes, in the form of hiring licences running up to \$3000, made it nearly impossible to follow the idea of Libby's. But the federal government intervened in order to help the Texas-Mexicans. Unable to keep the illegal workers out of the country, it declared the Texas licence for hiring not necessary if an official of the United States Employment Service attends the hiring procedure and okays the contracts. The USES furthermore requires a health certificate, so that the Texas-Mexicans have to pass a test stating their ability to work and proving their health.

An interesting fact, as already mentioned, is that the contracts between the company and the Texas-Mexicans are agreed to by a "boss". He is the representative of a number of families, sometimes up to 60 people. He is not only the organizer, leader and spokesman of this group, but normally the only one with sufficient knowledge of English to negotiate the conditions etc. His job is not only bargaining with the company representative, but, once on the

farm, he supervises the workers; he gets the money for a certain crop to be harvested by his group and pays it to his workers. With exceptions, he does not work himself on the fields. His income is a certain percentage of the income of the group he leads.

A big problem for both company and workers is the question of housing. The Texas-Mexicans have to keep their expenses as low as possible in order to be able to live all the winter with their savings. Renting homes or apartments is not reasonable for them, even if those would be available. So the companies started a housing program. Old work halls, out of use, have been changed to camps, little rooms with very primitive sanitary conditions were offered free to the Texas Mexicans. In these small cells 3 to 10 people are living. All together about 300 people are living in the same hall, without sufficient facilities to air the rooms or keep them clean. Visiting the home of the workers down South proves, however, that these housing conditions correspond to their usual life at home, but still it is doubtful to mention this as an excuse. In this respect very much still is to be done.

Basically it is true that the company pays more for the Texas-Mexicans than for their Northern workers. The wages are the same, but the benefits provided to the Texas-Mexicans, like travel allowance, "housing", etc, are higher. But on the other hand, the employment situation of a company employing Texas-Mexicans is very favorable. In times of need a dependable labor force is available; when the harvest time is over, these workers disappear without any remaining trouble for the company. Considering these facts, it does not seem too heavy a duty for the company to take care of a decent solution of the housing issue.

Another problem is the question of education for the children. Unable to speak English, they cannot attend regular schools at their place. Besides,

many of them work a complete shift on the crop. This problem is still unsolved. On a private basis some attempts have been made, but without a generous plan, maybe on a company-government basis, there will be no solution at all.

Finally, it is remarkable, that the social and cultural life of the Texas-Mexicans undergoes no change by their new environment. In their little summer communities they perform their usual Mexican habits and customs. Their contact with the population, although limited by the language problem, is friendly. Living with their families, the typical criminal problems of men living together in camps never appeared. They are regarded as already familiar and welcome guests; their annual arrival is a sign for the season.

Apprenticeship Yesterday and Today

by Ingrid Viebahn

Good management depends upon proper selection and careful training of personnel. Rising wages, shortened hours of work, and especially higher mechanization stress the necessity of a higher standard of efficiency and responsibility. The important role of education in an industrial economy is fully acknowledged by modern companies. The scope of instructive aims has been extended steadily.

Today, education as a function of management should always regard three main trends in its process:

1. the humanistic, to secure happiness
2. the technical, to secure collective efficiency
3. the evolutionary, to secure individual development.

The increasing number of apprentice programs, as a part of education, shows a constant improvement concerning the realization of these three aims.

Apprenticeship - yesterday

We have to go far back to find the beginnings of apprenticeship. It has its roots in antiquity and played an important role in the world's educational drama for 4000 years. The first written reports are from 2200 B.C. in the Hammurabi code. At this time apprenticeship was even subject to regulation by the state.

Following the path of history we find apprenticeship mentioned again by Plato (400 B.C.).

During the medieval period in the 13th century, apprentices had become a not uncommon feature of employment, especially in cathedral-construction. Only a master, known as a responsible householder, was

permitted to take apprentices. At this time country folk were excluded, only town people could become apprentices.

In Great Britain mastercraftsmen and apprentices had the same social position. The master took the parents' place in many respects, supervising not only the boy's developing skills but also his whole personal life.

When the guilds were established, apprenticeship was found to be a most valuable instrument of fiscal protection in maintaining the traditional quality of the handcraft. By limiting the number of apprentices overcrowding was prevented, thereby avoiding undue competition. This became law in Great Britain in 1562 under the Statute of Artificers and remained until 1645 a firmly rooted national institution.

Under the reign of Queen Elizabeth apprentices had to study seven years, sometimes even ten when a trade was overcrowded. Usually the boy was not free before 24 years of age. Tuition, board, lodging, and clothing were provided by the master. This avoided the vitally dangerous break in parental influence, that today creates so many problems.

Development in the United States

In colonial America apprenticeship had the characteristics of the English system. It was well known in the North. The majority of the young men were 21 years old before they were free and could work as journeymen.

The industrial revolution in the 18th and 19th centuries also brought a change concerning apprenticeship. Handicrafts began to be supplanted by the factory system and its consequent divisions of labor. The need for highly skilled help began to decline and the demand for cheap labor rose. Early 18th century law court decisions against guilds

occurred, industry started to fight against the guilds' monopoly position.

The time of the guilds' supremacy was at an end and apprenticeship suffered in consequence from reflected animosity.

Factories started to hire women and children as young as 8 years old for 12-13 workhours a day in New England. Youngsters, so called "apprentices" were used in plants in large numbers and taught only one or two processes of a trade. When they completed this kind of "apprenticeship" and demanded a journeyman's wage, they were frequently discharged and replaced by another group of "apprentices". These flooded the cheap labor market. Trades suffered and the early 19th century saw only a small number of men who were thoroughly trained and skilled.

In 1813 even the "Statute of Artificers" was repealed, but actually apprenticeship as a national institution had been dead long before. The whole character of apprenticeship had changed. Masters asked for premiums to take boys for training. There was no longer a social obligation to undertake the crafts training of a fellow-man. Child labor had descended to the depth of degradation. Later, labor unions started to struggle for regulation of apprenticeship.

Requirements in consequence of the industrialization

At the end of the 19th century state laws were passed in Massachusetts, Illinois, and New York. The development of more and more complicated machinery was followed by the demand for skilled attention, tool-makers, machinists, electricians etc.

From 1905 to 1910 several companies started training programs.

International Harvester, New York Central, Western Electric Co.

established schools for apprentices as a private venture. Some of these are still operating.

Wisconsin passed an apprenticeship law in 1911-1915 that outlined the duties of apprentice and employer.

Local public schools for apprentices were established in 1930.

In 1934 the Federal Government entered the field with the National Recovery Act. The Federal Commission on Apprenticeship was set up, within the Department of Labor.

Management was faced with a shortage of skilled labor in consequence of World War II. More and better training programs were developed to meet the rising demand for skilled workers in order to improve productivity. On the other side, the growing power of unions put strong emphasis on the apprentice question in collective bargaining. The Federal Government also recognized the necessity for better trained men. The G.I. Bill of Rights gave financial assistance to veterans in the form of subsistence allowance and payment of a limited amount of tuition, fees and other education costs.

General trends in the practice of modern companies

Before an apprentice program is set up the main divisions are defined:

1. planning
2. shop instruction
3. related instruction
4. selection of apprentices

Long term planning is necessary to provide within the plant the training ground for supervision and craftsmen. Most of the time the program is planned by management and labor through a joint committee.

In addition to this co-operation with public agencies is sometimes practiced. It is very important to get the apprentice's parents interested and to create an understanding attitude.

Before the program is started the trade is analyzed and a basic

work training schedule set up. A careful system of supervision, record keeping, and school reports is used to get an all around picture of the apprentice and guide him in his weak spots.

The instructor in the shop is a competent journeyman and under him the apprentice learns and works on the actual job, moving through the shop commensurate with his skill. As far as possible the related instruction is correlated with his task. The apprentice has to prove his knowledge of the performance at the machinery before he is moved to another one. Regular reports are given by the journeyman to the committee about the apprentice's work. The apprentice himself frequently has to give reports about his duties and training. The emphasis is - or should always be - on the instruction not on production.

Besides this the apprentice has to attend a certain number of hours at a vocational school.

To keep up certain standards it is very useful

- a) to equip the apprentice for profitable employment,
- b) to assist in relating the supply of skilled workers to employment demands,
- c) to further the assurance to employers of proficient workmen.

As a result of all this the public will receive the best possible products.

The apprentice should feel free from exploitation as regards undue use of his capacity on repetition work.

The qualifications required to become an apprentice vary with the trades.

All conditions are contained in a written contract which is set up by the Local Joint Trade Apprenticeship Committee. Management and union both are represented and frequently the director of the vocational

school is present too. By the work of this committee certain principles were established. Some examples of the points which always have to be laid down in the contract are found below. They can be extended by collective bargaining.

Definition: "Apprentice" means a worker, not less than 16 years of age, engaged under direct journeyman supervision, according to prescribed series of work processes graded to coincide with increasing trade maturity in learning a skilled occupation.

Agreement: The agreement must be signed by the apprentice, his parents, the employer, and then must be approved by the local Joint Trade Commission.

Term: The apprenticeship term varies according to the requirements of the trade. It cannot be less than one year. The maximum is seven years for diesinkers, but the average is about three years.

Probation period: In the beginning of the term there will always be a probationary period, which should not exceed four months. During this period the agreements are voidable by either party.

Age: Usually an apprentice starts at 18 years of age though it is possible to employ one aged 16, but this must be especially approved.

Wage: The apprentice is paid from the first day that he starts in the shop. His wage is figured as a percentage of the wage of the journeyman and increases periodically with the improving skill. It is uniform policy that the wage over the entire period of apprenticeship should average approximately 60-70% of the journeyman's rate.

The apprentice starts with about 30-35%, in some cases even higher, gets an increase every half year until he finally receives about 90% in the last 6 months period. No wage incentive plan is in action, because strong emphasis is laid on the quality of his work.

Hours: The apprentice works the same hours as a journeyman. He can also be on night shift or work overtime and he then gets the additional payment. Under 18 years of age the overtime is limited, since he cannot work more than 55 hours a week.

Seniority: In some companies apprentices are taken into the seniority system immediately after hiring, but this is subject to collective bargaining.

School: 400 hours are the minimum of supplementary school instruction. The apprentice is paid for the time he spends in the classrooms. Failure to attend classes may place his indenture in jeopardy of suspension or revocation. The school authorities provide the Committee with periodic records about class attendance and progress.

Ratio: Usually only one apprentice can be employed for each journeyman. This number can be extended if there is a lack of skilled labor.

Examinations: Periodic examinations are held by the Committee.

Certification: a final certification of completion of apprenticeship after the passage of the examination is furnished to the apprentice by the State Apprenticeship Council.

The total number of apprentices in the United States in proportion to the total number of industry workers is not great. This is frequently due to the numerous government regulations which are involved with every apprenticeship program. Also here the typical American anti-government feeling concerning business is obvious. But nevertheless, the work which has been done in the last 15 years to improve on the one hand the tension in the labor market concerning trained employees and on the other hand to provide youngsters with an adequate education toward a skilled job, is remarkable.

Allis Chalmers: An Example of A Good

Apprentice Program

by Harald Juergensen

In the last two decades one sees the exertion of public and other forces to give improvement and protection to the young labor force, a necessity which should be realized by every industrialized and mechanized country. We know from history that the liberal century had very little interest in those problems: the exploitation of children and teenagers through working in plants and night-shifts. For a long time the leading class did not see that or interpreted it as a natural proceeding of self-adjustment of the economy. But today everyone knows that it is also a task of legislature to pass laws for apprenticeship programs and a satisfying security regulation for young people. Nevertheless I am quite discontented with the system and practicing of apprenticeship programs in the West German economy; therefore I was very interested in American apprenticeship programs.

Last fall when we visited Allis Chalmers Company in Milwaukee on one of our field trips, we saw an example of how a big company is solving the recruiting problem. This company which has 16,000 employees and 220 apprentices is a union-shop and the leading union is the United Automobile Workers union (UAW-CIO). Besides that union there are seventeen other smaller unions bargaining in this company.

Every year the company sends out folders to the high schools

for the last grades since in America the minimum age for an apprentice is sixteen years. Interested persons can apply for one of the thirteen jobs which are offered for an apprenticeship. Before a contract is signed the applicant has to pass a physical examination.

Under the supervision of 'The Wisconsin State Industrial Commission' which has to secure the standards recommended by the Federal Committee of Apprenticeship, the Allis Chalmers Company has set up a training program. I will give you an example of their program for metal trades apprenticeship.

The whole training program comprises 8,000 hours, including the first 500 hours for the probationary period. 576 hours are the minimum for the theoretical training, that is one day a week; there have to be added hours for theoretical training inside the shop. Every part of the program is given in hours;

Toolroom	300 hours
Layout Table	400 hours
Drill Presses	700 hours
Milling Machines	700 hours
Turret Lathe and/or Screw Machines	700 hours
Planers and/or slotters	1124 hours
Engine Lathes and/or Gear Cutters and Gear Lab. (Tractor)	1500 hours
Boring Mills and Boring Bars or Jig Bor	1500 hours
Assembly	<u>500 hours</u>
	7424 hours
Related Instruction	<u>576 hours</u>
	8000 hours

The goal is reached if 87.5% of the full program has been served. During this training the apprentice has to pass a series of differentiated tests, given by the training department.

There are eight gradations in the hourly earnings, starting with \$1.44 and rising to \$1.98, which shows that the so-called 'apprentice' is considered as a worker who learns and is entitled to get 65% of the normal wage already during his first year. For hours spent in theoretical training the apprentice receives the same payment as on production jobs. If there is a change of more than 10% in the level of wages or cost of living, the wage will increase automatically for the same percentage. After finishing his program the apprentice becomes a journeyman, and then he receives \$2.20 per hour.

All this shows that the industry knows the importance of training programs. Therefore the companies employ many people in their training departments with the purpose of improving human relations and of getting higher productivity in the long run.

Training for Better Foremanship

by Dr. Heinz Wagner

I. The most underrated job

What do you know about the content of a foreman's job or about the importance of his job in our industrial economy? Maybe, you know that he is part of management. But what does this mean? Here are some of his responsibilities as a "manager of a business within a business".

He has to direct and supervise people in an economic way. Therefore he has to know the machines and their operations as well as the people who have to do the operations. Then he has to instruct the workers; he is responsible for the machine setup. All this involves a lot of paperwork, scheduling, receiving instructions and asking for additional information. He has to improve job methods, prevent accidents, prevent waste, control people, work, machines and tools. In addition to these main functions he has a dozen other functions.

If he doesn't handle all this with lowest possible cost, he gets complaints from higher management. If he doesn't handle the people right, he gets complaints from the workers. Actually, in most cases foremanship is a very tough job. But it took decades until this was fully acknowledged.

In former times higher management showed less interest in the selection and training of foremen and supervisors. Mostly a more incidental rather than a deliberate selection took place. The man with the best skill was taken, although this man quite often did not

have the best qualifications for directing and supervising people. There was no planned training for this new job of leadership either. Most likely it was "on the job training", but without a trainer. Thus, many people could not develop their full potentiality.

II. The changing attitudes of management

Modern management has been changing its attitudes towards formanship rapidly during the last decade. It can be shown by the number of books in the field and by the number of training courses that there was a short period of growing interest in the foreman already during the boom before the great depression. But the real change of interest came during and after World War II.

This change can be attributed to two main improvements in the field of management: firstly to the application of job analysis - a tool developed long before to improve manual and mechanical work - to administrative jobs, and secondly to the recognition of the importance of human relations in industry. While job analysis showed the necessary qualifications for foremanship as well as weak spots in forman-training, the care for an improvement in human relations showed the importance of the foreman, because the foreman is in the first line to eliminate and to handle grievances and to build up better morale. After recognizing the foreman as the key-man in labor-management relations management started to equip the foreman better for his leadership tasks. The increasing amount of research, literature, training courses, and application of selection techniques, during the last decade, proves that management has changed its attitudes.

III. Training for better formanship

Training for better formanship starts with the selection of the right

man for the right job. There seem to be few companies which have periodical checks of their work-force in order to find prospective foremen, and which keep an inventory of them. More firms are using scientific selecting methods, but only if a position is to be filled. Tests help to indicate the strong and the weak points of the people. Although these systematic methods are not used in every company, the entire industry is aware that there is a need for better consideration of the necessary qualifications for the managerial position of a foreman.

The second step in developing better foremen is a good assistance in introducing the prospective foreman to his new task. This can be achieved by giving him single tasks - before his promotion - with the aim to develop experience in the different responsibilities. This elaborate method of "preforemanship training" is not very common yet.

Another way is to support the starting foreman for a sufficient period with a man who knows the job. Usually the coaching period is too short, in the United States as well as in Germany.

A beneficial sideline for introducing as well as for training are supervisory manuals to which the foreman can refer. Manuals, more

common in the United States than in Germany, must be based on a thorough job analysis. Already the composing of these manuals leads sometimes to the cognition which points have to be emphasized in the training of foremen. Then, of course, the possibility of referring to an outline of policies and responsibilities has definite training advantages.

Once the foreman is appointed, this does not mean the end for need of training. Although most foremen do not like the word "training" they show interest in improving their knowledge. This conclusion

was reached from a survey made throughout the country by "Modern Industry" (7-15-1947). Coinciding with intentions of higher management to intensify training efforts this interest gives a basis for acceptance of training programs.

Not all training provisions of the companies should be called "programs", however, they are included in the following considerations. The easiest way is the correspondence instruction. But, this is the most optimistic way, too, since the provided reading material probably is not read by just those people who need a little pushing in that direction. Therefore this training system is not very common.

Another way, though in my judgement not too satisfactory, is to squeeze training objectives into regular foremen meetings on production. Training should not be regarded as a by-product. It can be spoken of as a "training program" only if the wanted subjects such as; safety, human relations, instruction techniques, company policies, job methods, etc. are taught in an organized program with a consistent policy.

Beside these less efficient ways of training there are more systematic ones. Many companies have established extra training departments to take care of the training needs of the workers as well as of the foremen. The number and extent of these new training programs grew rapidly in the last ten years.

A continuous increasing number of companies are going the way of organized programs carried out within the plant, either by training departments or by outside counselors and institutes. These company programs are following the modern trend by setting up programs for improvement of labor relations. Interpretation of labor agreements is stressed to avoid unnecessary grievances. In the different fields of foreman responsibilities the extent of training varies, depending

on the company's interest; subjects are such as "principles of organization, job simplification", etc.. Surprisingly little attention seems to be paid to improvement of administration techniques.

With respect to the organization a different type of training is provided by meetings outside the company in special group conference programs. A good example of this type is given by the "Industrial Management Institute" (IMI) of the University of Wisconsin. Besides other conferences in different fields of management, the IMI has designed a "Supervisory Development Program", "to meet the needs and problems of small industry and also to serve as a complement to the training programs of larger industries."

These meetings outside the plant show definite advantages. First, the discussion leaders are well qualified men. Secondly, the attending members are taken out of their day-to-day atmosphere and so more apt to accept new ideas. Thirdly, the discussion with other foremen of different plants, having similar, as well as different problems, is of a stimulating effect to the foreman's own thoughts and ideas.

For the prevailing subjects in all mentioned conference programs the IMI serves as an example. In the academic year 1955-56 the Institute is offering three to four days programs, twelve times a year, in the following subjects:

1. Human Relations for Foremen and Supervisors,

with half-day sessions in: supervisor's role in management; knowing people as individuals; dealing with people as individuals; the instructor, the learner, and the job (principles of job instruction); practice in job instruction; understanding and influencing attitudes; building morale while correcting mistakes; self-improvement by self-analysis.

2. Developing Supervisory Ability,

with half-day sessions in: developing employee interest in quality; getting employee cooperation in cost control; "selling" changes in work methods; promoting safe practices; effective grievance handling; problem-solving clinic.

3. The Supervisor's Role in Cost Reduction,

with half-day sessions in: supervisor's cost responsibilities; controlling direct labor costs; controlling overhead labor costs; planning a cost control program; getting employee interest and cooperation.

4. Leadership and Personal Growth,

with half-day sessions in: the foreman - key man in communications; practice in face-to-face communications; how to conduct departmental meetings; practice in conducting meetings; effective self-expression (principles); effective self-expression (workshop).

Besides these comprehensive programs there are also shorter courses. All are "designed to supply new and practical information".

Some general remarks must be added to the used instruction techniques, because the way most of these conferences are held is very interesting for the German visitor. Highly developed conference methods are not the privilege of a few big companies or institutions, but seem to be rather wide spread. The underlying recognition is that mere lectures are tiring. Active participation in the study of practical cases is more efficient. The well known fact that the man in the shop dislikes the classroom atmosphere is taken into account by stressing lively discussion, if possible with practitioners as discussion leaders to keep the connection with practical problems. Furthermore the "guided discussion" technique is used to make the people feel more comfortable. In this technique the discussion leader divides the group into smaller

discussion groups of five or six members. Each single group has to discuss a problem. The leader of a group later on has to present the results to the whole meeting. This method gives everybody a chance to express his views. Furthermore it takes better advantage of the different skills and experiences of the conference members.

IV. Summary

After a long period in which training of foremen was neglected, management of today has seen the chances of intensifying efficiency through better foremanship. The growing awareness of the different managerial functions of a foreman has led to the recognition that foremanship could be improved by training. The actions taken seem to be satisfactory, and therefore the extent of training is increasing year by year. Improved labor relations and more effective management is the result.

The Attitude of German Labor Unions Toward

Time Studies and Job Evaluation

by Alfred Schwarz

Time and motion studies are designed to decrease the necessary human effort, to set production standards, and to provide figures for the payment of incentives for production above standard. Labor unions in Germany agree with these purposes but direct their efforts against misuses of the applied methods. On the plant level, the workers' objections against set time standards are processed by the workers' council ("Betriebsrat") who is thus making an active use of the right to co-determination. Labor unions coordinate these efforts in so called study groups on the local level. In these groups experienced time study men and union representatives discuss the difficulties that arise in applying the rules of the collective bargaining agreement to incentive payments and work standards.

Probably the weakest point in the time study procedure is the so called leveling or performance rating. German labor unions tend to stress that the average efficiency or the average output of the worker is not equal to the perception of normalcy, but is mostly 20 to 40% above this point. Delay allowances, especially those given to compensate for fatigue, should be used to prevent exhaustion and not to make up on too tight standards.

The German methods of setting time and work standards are very similar to the ones used in the United States. Time studies

are made with the help of stop watches; after their levelling delay allowances are added. However, most firms use their own standard data which they developed from their previous studies. As far as I am informed there is no equivalent to the American MTM standard data in Germany.

The base rate for a job on incentive pay is the rate which has been agreed upon in the contract, plus 15% for normal performance (100% performance). The standards are set in terms of time, not in terms of money. As the assembly-line type of work puts a special stress on the worker, labor unions in Germany always try to negotiate for extra rest periods and for adjusting the pace to human nature. The introduction of the 40 hour week, is therefore considered one of the most urgent problems to be solved.

Job evaluation, in a form which resembles the point rating system as it is used in the United States, is accepted widely as a procedure to bring order into the wage range and to make inequities impossible. German labor unions see a danger in that management might use a system which has too little relationship to the conditions prevailing in the plant and that on the other hand job evaluation might be used to make collective bargaining ineffective or to override the provisions laid down in the wage agreement. Union representatives therefore want to participate in the evaluating process and want to have an equal voice with management in the final decisions.

Summing up it can be said that German labor unions go along

with time and motion studies and job evaluation if the effort is directed toward the protection of the worker, toward better methods and work improvement; but that they fight any kind of exploitation tried through these methods.

made its headquarters in the United States from two representative associations, the U. S. Chamber of Commerce and the National Association of Manufacturers (NAM). In this country, their and some other functions are fulfilled by the

- 1) Federation of German Industry and Commerce (Deutscher Industrie- und Handelsverband)
- 2) Association of German Employers' Associations (Bundesverband der Deutschen Arbeitgeberverbände)
- 3) Federal Association of German Industry (Bundesverband der Deutschen Industrie)

in Germany, the local chambers of industry and commerce which work on behalf of the local economy.

According to the American system, there are no State Chambers of Commerce in Germany; but only very loosely organized state councils -

Industrie- und Handelskammern. The functions of the local chambers of commerce are sensitive to their members, promotion of local business, traffic problems,

legislation tax consultation for smaller firms. They hardly ever engage

in employer-employee relations or in bargaining with the union. Industrial

relations and wage negotiations are handled by

of the employers' associations. Generally the employers of one

industry is organized from the bargaining unit which deals with the union

of the same industry and there are only a few cases of nation

wide bargaining, most important of which is the coal industry.

ad 3) The employers' views on general economic and fiscal policy are

Employers Associations in Germany

by Dr. Otto Schmidt

Common interests, though generally not those of bargaining matters, made the employers of the United States form two representative associations, the U.S. Chamber of Commerce and the National Association of Manufacturers (NAM). In West-Germany, their and some other functions are fulfilled by the

- 1) Head Union of German Industry and Commerce
(Deutscher Industrie-und Handelstag)
- 2) Confederation of German Employers' Associations
(Bundesvereinigung Deutscher Arbeitgeberverbände)
- 3) Federal Association of German Industry
(Bundesverband der Deutschen Industrie)

ad 1): The "Head Union ..." is made up by the local chambers of industry and commerce which works on behalf of the local economy. (Contrary to the American set-up, there are no State Chambers of Commerce in Germany, but only very loosely organized state councils - *Arbeitsgemeinschaften*.) The functions of the local chambers of commerce are: advise to their members, promotion of local issues, traffic problems, legal and tax consultations for smaller firms. They hardly ever engage in employer-employee-relations or in bargaining with the union. Industrial relations and wage negotiations are handled by

ad 2): the employers' associations. Generally the employers of one industry in one state form the bargaining unit which deals with the union of the same industry and area. There are only a few cases of nation wide bargaining, most important of which is the coal industry.

ad 3): The employers' views on general economic and fiscal policy are

officially represented by the Federal Association of German Industry (BDI). Its executives are called upon in current issues of economic and labor legislation. This organization has units on lower levels, too, which are mostly organized according to types of industry.

Most of the German industrial firms belong to the Chamber of Industry and Commerce as well as to the State Employers' Association and to the association of their industry.

The American and the German Labor Movement

by Ulrich Mollweide

Trade unions in every part of the free world are organized and working for essentially the same aims: the attainment of a higher degree of economic security and the winning of an improved status for their members. But these common aims do not form unions of common character. The character of unions is formed by many influences; not only economic, geographical, or political factors, but also social, religious, and philosophical ideas and international trends affect unionism. All these influences differ from country to country and so does unionism.

A comparison between the American and German labor movements shows that unions in Germany have to achieve their goals in other ways than American unions do.

Slightly more than 35% of the German labor force are organized in unions. The corresponding figure for the U.S.A. is 25%. The pressure to join a union is greater in the U.S.A. than in Germany. This shows that the American labor movement is characterized by a lack of class-consciousness.

In the organization of unions there is a significant difference in the importance of the local. In contrast to the American form of three level organization (local, national, federation) the German form is divided in two levels, the national (Gewerkschaft) and the federation (Deutscher Gewerkschafts Bund, DGB). The local (Ortsgruppe) is merely an administrative organ of the national; only in exceptional cases is the local engaged in bargaining. The local does not

represent workers of a certain factory and is area wide in its competence. It has only an informative function in the grievance-procedure. In Germany the representation of the workers in a single plant, regardless whether they belong to a union or not, is done by a workingmen's council (Betriebsrat). This council is required by law; it is an independent institution and not a part of a union. It does not engage in collective bargaining. It performs the first step in the grievance procedure. (The last step is a decision by a special labor-court which is also based upon the German labor or civil law.)

Employers and unions in Germany are generally bargaining on an industry-wide basis. The area for which an agreement holds valid is determined by the employers' association and mostly on a state wide basis. Bargaining groups are the state employers' association of a special trade and the national union. To meet this need the national union has divided the country into districts of one or two states. In the U.S.A. every single employer likes to take care of his own labor situation. In contrast to this there is hardly any employer in Germany who does not belong to an association, which handles the bargaining for him.

Strikes occur more frequently in the U.S.A. than in Germany. This may be the result of the form of bargaining. It is easier to strike in one factory than in the whole industry. On the other hand, in Germany public opinion as well as the attitude of the bargaining partners is very much opposed to strikes.

Another important difference between American and German unionism can be referred to the fact that Germany had to supply for urgent postwar demands. Naturally both movements demand higher wages,

shorter working hours, and better working conditions. But German unions do not think so much about a guaranteed annual wage as for instance about co-determination in management (Mitbestimmung) and joint-ownership (Miteigentum). There would be no possibility for an American union to have a formulated program, which claims that employees have the right to participate in management and that they should be in possession of a part of the means of production. German unions try to achieve these demands, like they did with other principles, by law. They were quite successful with the establishment of co-determination in the coal and steel industry.

These are external differences between Germany and the U.S.A. in respect to their labor movements. But it is more significant to give an explanation of these differences in order to find out what the basic heterogeneity is.

American labor is not considered and does not consider itself as a class, it is one part of the great middle class. It could not develop as a political class movement in a society which was determined by individualism and opportunities and where social equality was taken for granted. In such a society, where government is regarded as a necessary evil, every political labor movement has to fail. As a result American labor is not burdened with an ideological background. It developed as its main means of action the use of economic pressure against one single employer. It was merely an association, which tried to achieve as much as possible for its members, and it never considered in its actions the common welfare of all workers or the society.

It did not aim and does not aim to change the existing economic system, it does however try to better the position of the worker,

if it represents him, within this system in which it forms a necessary part.

There is still some form of a class-system in Germany, in which the working class is referred to as the lower class and the majority of the workers consider themselves as lower class. This however does not mean that they also believe in the revolutionary consequences of the Marxian theory. Traditionally German unionism is very closely connected with the belief in socialism, and the ties with the Social Democratic Party are very tight. From the very beginning labor tried to achieve political influence because it believed, that the best way to better the position of the worker within the society is to change the existing economic system, not by revolutionary means, but by political action and suitable legislation. German labor had to become political, because other interest groups used the government to suppress labor. This forced German trade unions to recognize that the worker could only gain by combined economic and political action as a class. Labor tried to achieve better conditions of employment for the whole class of workers rather than for a special group. So it was, by obvious reasons, easier to establish an important principle by law than by collective bargaining. As a result labor legislation in Germany is quite extensive and significant.

The concept of American labor has changed in the last twenty years. It had to become more and more political in order to compete with other interest groups which made use of similar devices. This coincides with the enormous development of mass-industry. As a result of this development, class-lines begin to take form by growing restrictions upon individualism and opportunities to climb

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the economic ladder. Union membership has rapidly increased and unions are driven into a situation in which they are regarded and in which they request to be the representatives of a great mass of workers. This is indicated in the merger of the A.F. of L. and the C.I.O. and the many speeches of political leaders during the first convention of the AFL-CIO.

German labor has also changed. The social position of the worker is being raised more and more and the attitude of unions toward socialism has become more and more liberal, but they still deny that the existing capitalistic economy is the best possible one. They made efforts to establish socialistic principles by demanding management rights for the employees. Co-determination is established in the coal and steel industry. Unions had to learn that it did not work, as they would have liked it to work because there were not enough capable employee-representatives. This and their concentration on day to day demands, like the 40 hour week, resulted in a decrease of the demand of co-determination; but it is still the great goal of German unions.

There are many differences between German and American unions, but both movements have the belief in common, that workers have to combine their efforts in order to achieve an acceptable social and economic position. There are many ways to realize this aim, but the means, combined action, has to be the same.

Shop-steward and 'Betriebsrat'

by Oskar Hoepfner

After World War II, labor unions became more and more important in our industrial life. Management, facing the fact of the growing unionism and the new industrial set-up, was willing to bargain with the unions to establish a good relationship.

On the other hand, unions didn't believe in just a promise of management; they wanted some basic written laws to work with.

So in 1952, a new law was passed by the legislature in Germany, the so-called 'Betriebsverfassungsgesetz'; to stand for the old 'Betriebsraetegesetz', passed in 1920. These written laws were supposed to build up a new and better relationship between the employer or management and the employees or unions, and to give both sides some basic rights to work with. It included the following principles: Election and the composition of the 'Betriebsrat' (committee); the relationship between the employer and Betriebsrat; the right to co-operate with management in social, personnel, and economic affairs; and the participation of the employees in the board of directors.

Let me draw a picture of the situation given in Germany in comparison to America as far as the Betriebsrat or shop steward is concerned. First of all I would like to introduce you to the head of the committee and his vice-president. According to the law in Germany a Betriebsrat has to be elected, if the plant has more than five employees; an election must be held every two

years. After the usual procedure of the secret democratic election has taken place, the elected officials appoint one of their members to be their speaker or president, and another one to serve as vice-president. Both of them cannot be from the same group, which means that if the president is one of the shop workers, the vice-president has to be one of the office-workers, or vice versa.

Neither one of these two officials are named by the union; they are elected regardless of their union membership, or regardless of their attitudes towards unionism. Usually in the larger plants, here in America, the employees elect one man from their own group to serve as shop-chairman or shop-steward, who would act similar to one of the members of the 'Betriebsrat' in Germany. In both cases the steward or Betriebsrat would be elected from various departments, to membership in the shop-committee. In the larger plants in Germany, the head-Betriebsrat (a position tantamount to head steward in this country) maintains an office provided by the company, and is not required to work at his former job for the duration of his term. As an exclusive representative of the employees, he is the one who settles disputes, negotiates with management, and handles grievances. He is empowered to convene the committee whenever it becomes necessary, to resolve various problems. Even though the head-Betriebsrat need not be a union member, nevertheless he is charged with the responsibility of the correct interpretation and enforcement of the agreement signed between unions and management associations of the respective area.

The system in America referring to these tasks is considerably different, and in my opinion better, because it transfers functions of the head-Betriebsrat within the plant to the independent union official outside the plant. The so-called business agent has the right to enter the plants under his jurisdiction during working hours and is, therefore, able to check up on working conditions at first hand. In comparison to the head-Betriebsrat in Germany the business agent is much freer in his actions and hence, can do a better job. First of all, he is not dependent on management as far as salary is concerned. Secondly, he does not have to worry about the danger of being dismissed after two years of service. And thirdly, he is completely familiar with his business and is not doing it only for a limited period of time.

Another difference in the organizational structure of unions at the plant level can be seen in the grievance procedure. Let us assume, that an agrieved employee complains directly to his shop steward here in America, or to his 'Betriebsrat' in Germany. In the next step, the steward or the Betriebsrat whichever is the case, would talk it over with the foreman or Meister respectively. For complaints not satisfactorily settled at the foreman's level, union-management agreements in America usually provide formal machinery for appeal to higher levels of management. The number of steps for appeal depend upon the size of the plant, or upon the numbers and location of divisions. Procedures vary from plant to plant, but in most cases the shop steward turns the issue over to the chief steward or union officer for further negotiations. In Germany, after the head-Betriebsrat has failed to settle the grievance, the following procedure is regulated by law.

Here in America, a union officer takes over the case and negotiates it with top management. If they cannot reach a settlement, it might go on further to arbitration as the last step to provide a final result. Most of the Union-Management agreements make provisions for settlement of disputes by arbitration.

In Germany, this step of arbitration disputes does not involve management or labor, as such. Rather, the dispute would be resolved by a hearing before a judicial branch, known as a Labor Court. In most instances the parties to the dispute are represented by professional counsel. Let the writer briefly describe this special system of Labor Courts. Labor Courts are somewhat similar to ordinary Civil Courts. The entire Labor Court system circumscribes a judicial authority operating within three echelons of government—district, state, and federal courts. Each court has three members: A professional lawyer as president, one man from management, and another one representing labor. When agreement is reached, these three men render the judgment.

If the case is being heard on the district level, and no satisfactory agreement on both sides can be reached, a decision is made by the council, and if one partner does not agree, the case is appealed to the state Labor Court. Here again we find the same review procedure by three men, but with one substantial difference: All of them must be qualified as competent labor lawyers. If agreement to the issue still cannot be reached, the last and final step would be to the federal Labor Court, which, in some respects, can be accurately likened to the National Labor Relations Board, here in America. Nevertheless, the NLRB, even though its decisions are final and accepted by both sides, does not have quite the same authority

as a judicial court. The entire atmosphere of the proceeding is different; it is one of contest, in which disinterested parties to the dispute argue for one side or another.

The point is, here in America, management as well as the union still take part in the negotiations. But in Germany, the entire negotiation is divorced from their hands until a final decision is reached. The writer believes, that it hurts much more and injures relations to receive a formalized decision from a court; both union and management harbor resentment because they cannot rid themselves of the idea that it was forced on them. It is considerably better to have the interested partners personally confront each other and iron out the differences without going through a third person. The procedure is more enlightening, it is less formal and ideas are not misinterpreted or distorted by a third mind.

In respect to job security, American stewards and members of shop committees are placed at the top of the departmental or plant seniority list. In Germany, again the law provides for these people; if no unusual circumstances exist, they cannot be dismissed during their two years service period, nor for one additional year following it. This seniority clause which serves as an inducement to assume the responsibilities connected with stewardship or 'Betriebsratsamt', operates to remove the fear of discriminatory dismissal resulting from decisions made in connection with the job.

There are a few choice questions which remain to be answered when it comes to the point: "Why does a man run for election?"

Is the offer of job security sufficiently strong to attract

the best men? Are there any benefits accruing to one after his two years service period? If no materialistic interests are involved, what are his personal interests? Is it not in the interest of management to see that steward positions are filled by responsible, intelligent, educated people? Other inducements which serve to attract people to these positions are found also: Possibly, public speaking is very appealing to some people. The idea of just being in front of others, or simply because a worker feels he has a responsibility to further the interests of his fellow workers might be additional reasons why some people, and not others, find the job of shop steward a challenge.

On the other side of the picture, we find the less honorable reasons for aspiring to shop steward positions. Is it not possible for somebody to be motivated by purely political reasons? Your writer is of the opinion that this is quite often the case. And this is also one of the reasons why he would like to see an improvement in the relationship between management and the 'Betriebsrat'.

It would be much wiser from the management standpoint, to see that a better, more workable relationship is reached. This way the most qualified plant workers run for membership in shop committees or steward positions. Management should not take a negative attitude toward the shop steward; it should not fight the 'Betriebsrat', but support its efforts toward a common goal - less employee-employer frictions, better terms of employment, and, hence, higher production figures. Management should be glad that somebody is willing to fill this all important, yet not too easy job of shop steward.

An Arbitration Case

by Helga Ruth. The basis of the present agreement between the company and the union. He refers to the contract as

In various articles of these "Reports" it has been stated that in Germany labor relations are connected more closely with legal procedures than it is the case in the United States. The symptom can be explained as resulting from the German civil law system and its obvious differences from the American common law; its historical reasons can be seen in Germany's socialistic tradition in the development of labor relations; it may be considered as related to an attitude of German people toward state and government that differs from the American attitude. But, in spite of many differences, a correlation appears in the ways of how grievances are processed and decided in Germany and America.

If in an American unionized company a worker's complaints are not to his satisfaction respected by his foreman, supervisor, superintendent, and by management's review board, his union may ask management to have the case submitted to arbitration. In many companies this possibility is accepted by both sides and has been agreed upon during the last negotiations. The existing contract then contains specified regulations about when and how to call in an impartial referee, whether to have the same person decide every case or to choose a new arbitrator for each case.

During the arbitration session witnesses are called and questioned by each side and by the arbitrator in order to clarify the facts. Then both management and the union present their argumentations.

The arbitrator considers both positions and then decides, normally after having adjourned to a second session. He rules on the basis of the contract: his law is the present agreement between the company and the union. He refers to the contract as strictly as a German judge would refer to the German civil law.

Likewise, the way in which both management and the union try to convince the arbitrator of their rightful stand resembles very much the speech a defense would give in a normal judicial court.

The contract and its traditional interpretation during the last years is their normal reference. The following example of a union presentation in an arbitration case may illustrate this position.

A seminar in collective bargaining at the University of Wisconsin enjoys the cooperation of the Allis-Chalmers Manufacturing Company in Milwaukee. The filed grievances of the company are frequently forwarded to the members of this seminar who in a mock arbitration session try to decide the case. Each side in the case is represented by two students and is eagerly trying to win. When reading the following paper it should be kept in mind that it presents the union's point of view and not yet the final decision.

Grievance #4, 1955-58

Union Argumentation

Grievance: Aggrieved Ray G. has been working with the company since approximately February 1953, starting out as a helper, after one year of service being transferred as an ironwork assembler to Department X. After union elections in August 1955 he became Steward for the same department. He seems to have been well liked by the workers of Department X because of his active

interest in the matters, filing about 15 grievances per month, most of which the company had to agree to - this in comparison with the one monthly grievance of his predecessor Michael who is now working as a foreman in another department. Concerning his relations to the foreman in his own department, G., being called as a witness to the arbitration session, reported remarks addressed to him such as "You are always making trouble." "I'll get you out of my hair."

On February 10, 1956, G. was notified that he would no longer act in his capacity as a steward since his department was discontinued. Out of the 50 assemblers in Department X, 20 were laid off or transferred to other departments. The remaining 30 continued to do the same assembling job they did before, with their work now being under the supervisory control of Department Y. The work of Department Y differs from that of the iron-work assemblers.

G's actual seniority was the lowest of the 30 employees in the former Department X. If he were continued as steward he could retain his higher-paying assembler's job on the basis of his superseniority as a union officer. However, he was downgraded to a helper job in accordance with actual seniority as he was no longer considered a union official.

G's eventual complaints or those of his fellow employees of the former Department X would now be taken care of by B., Steward for Department Y. B was elected steward in August 1955 with a majority of one vote in his department which then consisted of 75 workers.

During the initial arbitration session management declared the reasons for Department X being absorbed by Department Y were those of higher technical efficiency and lower cost of supervisory control.

Request: G. be reinstated as steward for the Ironwork Assemblers and continue to represent them until a new steward for the entire Department Y will be elected.

Reasons: The Union does not claim any rights to influence or change managerial decisions related to items such as the departmental structure of the company. As stated in paragraph 248 of the present 1955-58 agreement between the Company and the Union "the transferring of employees is the sole responsibility of management" (with the exception of two here irrelevant cases). However, in this case, the change of departments implies a change in the employee representation. The Union claims this implication unnecessary and in violation of paragraph 123 of the

of the present contract in its provision "except as otherwise agreed, there may be a steward ... for each numbered department." There has been in existence an agreement assuring the Ironwork Assemblers their individual representation. The result of their election, the appointment of Ray G. as Steward for Department X, cannot be nullified because of mere reasons of technology. As paragraph 17 of the old 1950-55 agreement between the Company and the Union as well as the traditional Company policy indicate that Union elections and Union representation are to be performed in a democratic way. The new undemocratic arrangement of the employees of Department X now being represented by a steward not elected by themselves should be rectified.

As G. has always been an unusually active Union member there are strong reasons for suspecting the Company actions against him to be in violation of paragraph 14 of the new contract: "Neither the Company nor its representatives shall exercise discrimination ... with respect to any employee on account of membership ... in any labor organization." Also, his being demoted from an assembler's job to that of a helper implies a violation of his superseniority right as a steward which he holds in accordance to paragraph 275 of the new contract. On behalf of these two reasons, it certainly appears proper to reassign him to his former job.

In my opinion this type of arbitration - arbitration on the basis of a contract which lasts for a considerable length of time - is very similar to the German judicial procedure, though the American system still has the advantage of higher flexibility and speed in the process. Naturally a court decision with all its required formulas cannot be expected as fast as the rule of an umpire who can be called whenever it seems necessary.

The slogan of "continuous negotiating" that is so frequently applied to American arbitration thus proves not to be correct. Arbitra-

tion of the described type means periodic negotiations. Periodically, whenever the contract expires or is reopened, the balance of power between labor and management is set: in the meantime both sides only try to enforce what they formerly have agreed upon.

Another pre-established view of arbitration as of a constant entreaty for good will, understanding, and reasonableness on both sides

likewise proves not to be quite applicable to this type of arbitration. It should be made clear that the term "arbitration" comprises also mediation and conciliation in the settlement of major labor disputes. A neutral party which may be sponsored by the government may try "to narrow the issues and to find some middle ground for an agreement that will be acceptable to both sides." (R.A. Lester, Labor and Industrial Relations, New York 1951, p. 332). But in the above described form arbitration is much more of an instrument in the performance of sound, well-balanced labor relations - the instrument being created by the understanding of the parties themselves more than to raise such understanding.

Private Versus Governmental Regulations

In Industry

by Walter Schicker

"It is always surprising for Europeans to see how strong "individualistic tradition" and suspicion against any governmental influence still exist in the American economy. Although in the last decades, the capitalistic economic system of the United States was forced to accept some regulations by the government in favour of social solutions, the principles of free competition and individualistic freedom was never diminished. Still now private initiative of the individual has an enormous scope.

It is not easy to determine the reasons for this strong anti-governmental feeling and extended readiness for self-administration and self-responsibility. Generally speaking it is possible to say that this attitude is rooted in history. Frontier life with its own social philosophy, the "laissez-faire" principle of liberal economy, the educational system, religion etc. were of great influence to this way of thinking. Yet within the frame of this report it is not possible to evaluate these different factors.

In the following, the attempt is made to show how far this individualistic tradition is reflected in today's economy. On the one hand it shall be indicated how the influence of the government and legislation could be avoided by this attitude and on the other hand how the idea of self-responsibility and private initiative could be preserved in those cases in which laws could not be prevented.

I. Collective Bargaining

The individualistic tradition is positively reflected in the relationship between employer and employees although for a long time this philosophy restricted the development of the union. Right from the beginning the attempt was made to solve all problems about wages and working conditions on the plant level and to avoid any other influence especially that by the government. Typical examples of this idea are the provisions for seniority and the grievance procedure which were gained by collective bargaining.

1. Protection Against Dismissal

In West Germany several laws (Kündigungsschutz 1951 and Betriebsverfassungsgesetz) decide completely when and under which conditions an employee can be discharged. In the U.S., however, provisions for job security have been developed by contract agreements between the individual employer and the local union. It is subject to collective bargaining. By this method it is possible to pay attention to the problems and necessities of the individual plant. Generally speaking it is possible to regard the seniority clause as a standard for the dismissal procedure. With this, the problem of just discharge will be decided in favour of the employee who has the longest time of service within the plant.

2. Grievance Procedure

Another example for self-administration and self-responsibility within collective bargaining is the grievance procedure.

In Germany the individual employee is forced to apply to a Labour Court if differences in opinions arise about interpretation of his contract. A judicial decision has to be passed. In the United

States both partners in collective bargaining are convinced that the settlement of an agreement does not yet mean the end of bargaining. Again and again management and union bargain about the interpretation of the contract. The grievance procedure is the official form on the plant level to solve all labour disputes and complaints about working conditions, incentive systems, seniority etc. The grievance procedure consists mostly of four steps, the last one being arbitration.

If the two partners, management and union, cannot find a solution, they appeal to arbitration. By mutual agreement an umpire is selected and both sides commit themselves to accepting his decision.

With the help of the grievance procedure the protracted way to a Labour Court is avoided. Moreover, by this method both sides are forced to cooperate from the beginning of collective bargaining in order to eliminate points of controversy.

II. Social Legislation

The second part of the report will draw attention to the fact that even within social legislation individual freedom and the principle of free competition is preserved.

In consequence of the depression in the thirties it was necessary to introduce a social security system into the capitalistic economy of the United States. This was similar to those which had been existing in Europe for a long time. Under the "New Deal" under Roosevelt the "Social Security Act" was passed in 1935. The last provided Old Age and Survivors Insurance, Unemployment Insurance as well as many other social regulations. These social legislations, frequently of European origin, are modified more or less to American conditions.

Authoritative for the American interpretation have been

- a) the "individualistic tradition" out of which the individual

has to care for his own security

- b) the anti-governmental feeling which is directed against any governmental influence
- c) the federal character of the U.S. which delegates the power to the states.

These facts were considered when the Federal Government was limited to pass only frame-laws.

1. The concept of "experience rating" within unemployment insurance.

Due to the American act of unemployment insurance only the employer has to furnish contributions. The idea is represented in the opinion that management can influence or even avoid unemployment to a certain degree. The task of the government is only to administer and to observe the payments and distributions. The government's job is more or less that of a "bank".

"Experience rating" was introduced to give an incentive to the employers to diminish unemployment. Contributions are based on the relationship between payments and performances. That means, unemployment and contribution go parallel, as soon as unemployment increases the contribution has to be augmented too.

Unemployment compensation provides only a minimum assistance, on the principle of individual self-responsibility. But there are tendencies to increase unemployment compensations. The demand for a guaranteed annual wage is nothing else but the expression for more extended unemployment compensations. It is remarkable that even this movement happens on an individual basis.

2. Workmen's Compensation

Also within Workmen's Compensation private initiative has a great scope to develop. The assessment of the insurance premiums is based on the number of accidents in this particular plant: Few

accidents - low contributions. The result of this "experience rating" is the decreasing figure for accidents in general and the financial incentive for the employers to expand safety regulations.

Final Remarks

Many examples could be given to demonstrate how strong the individual concept and suspicion against governmental influence is rooted in the American economy. In spite of this, indications exist which prove that collectivistic thinking penetrates more and more into the U. S. economical system. The demand for personal security and governmental regulations to support the "public welfare" can be heard now and then.

Although there is this increasing number of laws and regulations it can be expected that individualistic freedom will be maintained.

The individual with initiative still has quite a lot of opportunities to push through his ideas and plans.

APPENDICES

<i>Schmidt, Dr. Otto</i> Casper, Guenter Walter	Wholesale Grain Merchant Schleswig, Koenigsberger Str. 17
<i>Schneider, Friedrich-Wilhelm</i> Heidemann, Dr. Juergen	Lawyer: Banking Duesseldorf, c/o Industriekreditbank G 6 Breite Strasse/Karl-Theodor- Strasse
<i>Schwarz, Alfred</i> Heinen, Manfred	Economist Wuppertal-Barmen, Goerlitzer Str. 18
<i>Wagner, Dr. Heinz</i> Hoepfner, Oskar Georg	Designer: Heavy Trucks Lauf/Pegnitz Nuernberger- strasse 63
Juergensen, Harald	Mason: Industrial Plants Hamburg-Altona, Gerich- strasse 39 II
Koerner, Horst	Student: Technology Bremen-Grohn Am Wasser 5
Lenz, Marion	Technical Designer Berlin-Neukoelln, Werrastr. 8
Lichtenberger, Reinhold	Mechanic: Textile Plant Kelheim 150 Nebenstelle 276
Matthias, Juergen	Graduate Student: Law Berlin-Lichterfelde, Luisenstr. 16
Matthiessen, Juergen	Clerk: Banking Berlin-Britz, Teterower Str. 1
Mollweide, Ulrich	Clerk: Insurance Wentorf/Reinbeck Bez. Hamburg An der Karlshoehe 2
Muennichow, Hermann	Merchant: Textiles Stadthagen, Echternstrasse 2
Ruth, Helga	Graduate Student: Economics Krefeld, Koenigstrasse 192
Schicker, Walter	Co-Manager: Stone Quarry Kupferberg/Ofr., 144

Wholesale Grain Merchant Schleswig, Koenigsberger Str. 17	Gasper, Guenter Walter
Lawyer: Binding Duesseldorf, c/o Industriekreditbank G & Breite Strasse/Karl-Theodor- Strasse	Heidemann, Dr. Juergen
Economist Wuppertal-Barmen, Goerttler Str. 18	Heinen, Manfred
Designer: Heavy Trucks Laut/Pegnitz Wuppertal- Strasse 63	Hoeftner, Oskar Georg
Mason: Industrial Plants Hamburg-Altona, Gerlich- Strasse 39 II	Juergensen, Harald
Student: Technology Bremen-Grohn Am Wasser 5	Koerner, Horst
Technical Designer Berlin-Neukoenig, Wertheim, 8	Lenz, Marion
Mechanic: Textile Plant Kielheim 150 Hohenstaile 270	Lichtenberger, Reinhold
Graduate Student: Law Berlin-Lichtenfelde, Linsensstr. 15	Matthias, Juergen
Clerk: Banking Berlin-Brick, Tietzstr. 1	Matthiesen, Juergen
Clerk: Insurance Wentorf/Reinbeck Bae, Hamburg An der Karlshöhe 2	Mollweide, Ulrich
Merchant: Textiles Stadthagen, Schornstrasse 2	Muenichow, Hermann
Graduate Student: Economics Kreide, Koenigsstrasse 192	Ruth, Helga
Co-Manager: Stone Quarry Kupferberg/Ort, 144	Schloker, Walter

Schmidt, Dr. Otto

Economist
Wiesbaden, Mosbacher Str. 5

Schneider, Friedrich-Wilhelm

Clerk: Insurance
Hamburg-Suelldorf,
Fuhlendorfweg 49

Schwarz, Alfred

Crane Operator: Tube Rolling
Mill
Duesseldorf, Lichtstr. 31

Viebahn, Ingrid

Co-Manager: Textile Plant
Kronach, Ziegelanger 12

Wagner, Dr. Heinz

Assistant Manager: Machine
and Gear Factory
Muenchen, c/o Dr. Karl Wagner
Bayerisches Statistisches
Landesamt, Muenchen

Landesamt, München
 Bayerisches Statistisches
 Museum, a/o Dr. Karl Wagner
 and Gear Factory
 Assistant Manager: Machine
 Kronach, Siegelanger 12
 Go-Manager: Textile Plant
 Dusseldorf, Lichtstr. 31
 Mill
 Crane Operator: Tube Rolling
 Trolandorweg 49
 Hamburg-Schleiborn,
 Clerk Insurance
 Wiesbaden, Mosbacher Str. 5
 Economist

Wagner, Dr. Heinz
 Viebahn, Ingrid
 Schwaib, Alfred
 Schneider, Friedrich-Wilhelm
 Schmidt, Dr. Otto



German industrial relations trainees visiting the Lockheed Aircraft Corporation,
Atlanta, Georgia

SURVEY OF ACTIVITIES

I.
FIELD TRIPS

More than other subjects the study of industrial and labor relations requires a considerable amount of "face-to-face" experience, of knowledge of how things actually are handled in the various companies of different industries. Thanks to the admirable hospitality of American industry our group had the chance of getting this experience in, a, both most pleasant and satisfactory way by visiting companies in and around Madison and in other parts of the United States. Tours through the plants as well as discussions with the industrial relations executives helped to give us a well-rounded picture of patterns of American industrial relations. It is not too much to say that we learned about almost every possible type of industrial relations, that we saw factories of almost every possible size, and that all of us greatly appreciated this unique opportunity.

Some of our field trips were not directly concerned with industry but served the purpose of getting us acquainted with other institutions affecting American social and economic life.

As we look over our record of field trips, we certainly are aware of the extensive amount of work in making contacts, selection, and arrangements. We want to express our sincere appreciation to our coordinator, Mrs. Ann Mire, and to Mr. James Crawford, our field trip director, for contributing to the success of these field trips.

H. R.

September 30, 1955	Libby, McNeill and Libby - Hartford, Wisconsin canning factory
October 7	Allis Chalmers Manufacturing Company - Milwaukee Wisconsin. Trucks, generators, electrical equipment
October 14	Interview with the President, E. B. Fred, University of Wisconsin
	Bowman Farm Dairy- Madison, Wisconsin Milk products
October 18	Visit to the State Legislature, Capital Building Madison, Wisconsin
October 21	Parker Pen Company - Janesville, Wisconsin Fountain pens
October 28	Headquarters of American Federation of State County and Municipal Employees - Madison, Wis.
	Gardner Baking Company - Madison, Wisconsin Bread and pastries

November 4	Johnson's Wax Company (Johnson and Son, Inc.) Racine, Wisconsin. Largest wax manufacturer in U.S.A.
November 11	Madison Chamber of Commerce and Foundation - Madison
November 16	General Motors Corporation - Detroit, Michigan GM Technical
November 17	Ford Motor Company - Detroit, Michigan Ford Rotunda, steel mill, assembly line Chrysler Corporation - Detroit, Michigan Plymouth "Dualimatic", V-8 Empire Plant
November 18	Solidarity House - Detroit, Michigan Headquarters of UAW - CIO.
December 2	Oscar Mayer and Company - Madison, Wisconsin Meat packing factory Amalgamated Meat Cutters and Butcher Work Men, Local 538 - Madison, Wisconsin
December 9	Annual Convention of Wisconsin State CIO Council - Milwaukee, Wisconsin
January 13, 1956	Giddings and Lewis Machine Tools Company - Fond du Lac, Wisconsin Portage Hosiery Company - Portage, Wisconsin Knitting mill
January 14	Interview with Governor Kohler - Wisconsin State Capitol - Madison, Wisconsin
February 10	Ray-O-Vac Company - Madison, Wisconsin. Batteries
February 17	Blatz Brewing Company - Milwaukee, Wisconsin Beer brewery
February 24	Credit Union National Association, Inc. - Madison
February 29	Bell and Howell Company - Chicago, Illinois Camera equipment
March 1	Inland Steel Company, Indiana Harbor Works - Indiana Harbor, Indiana. Steel mill
March 2	Hart, Schaffner and Marx - Chicago, Illinois Clothing manufacturers
March 23	The Democrat Printing Company - Madison, Wisconsin Black - white and color printing
March 27	United Mine Workers of America Headquarters - Springfield, Illinois

March 28 Monsanto Chemical Corporation - St. Louis, Missouri
John F. Queeny Plant. Chemical products

March 29 International Harvester Company, Memphis Works -
Memphis, Tennessee. Trucks, heavy farm equipment

 Memphis Housing Authority - Memphis, Tennessee
Public Housing Project

 Urban League - Memphis, Tennessee
Association of civic leaders

March 31 Esso Standard Oil Company - Baton Rouge, Louisiana
Largest oil refinery in U. S. A.

April 2 International Trade Mart - New Orleans, Louisiana

 International House - New Orleans, Louisiana

 City Hall - New Orleans, Louisiana

 Kaiser Aluminum and Chemical Corporation, Chalmette
Works - Chalmette, Louisiana
Aluminum oxyde reduction

April 3 Tulane University - New Orleans, Louisiana

April 5 Scottdale Mills - Scottdale, Louisiana
Textile mill

 Lockheed Aircraft Corporation - Atlanta, Georgia
Air planes, jets

April 6 Tennessee Valley Authority, Fort Loudon Dam near
Knoxville, Tennessee
Power production and flood control

April 13 Ohio Chemical and Surgical Equipment Company - Madison

April 26 Indian Saw Mill - Menominee Reservation - Neopit, Wisconsin

 Charmin Paper Mills - Green Bay, Wisconsin

April 27 Oshkosh B'Gosh Incorporated - Oshkosh, Wisconsin
Overalls

May 4 Industrial Relations Research Association Spring
Conference - Milwaukee, Wisconsin

May 11 Fairbanks Morse Company - Beloit, Wisconsin
Diesel engines

May 18 Mautz Paint and Varnish Company - Madison, Wisconsin

May 25 Sub-Zero Freezer Company - Madison, Wisconsin

March 28	Monasato Chemical Corporation - St. Louis, Missouri John P. Querry Plant, Chemical products
March 29	International Harvester Company, Memphis Works - Memphis, Tennessee, Trucks, heavy farm equipment
	Memphis Housing Authority - Memphis, Tennessee Public Housing Project
	Urban League - Memphis, Tennessee Association of civic leaders
March 31	Esso Standard Oil Company - Baton Rouge, Louisiana Largest oil refinery in U. S. A.
April 2	International Trade Mart - New Orleans, Louisiana International House - New Orleans, Louisiana City Hall - New Orleans, Louisiana
	Kaiser Aluminum and Chemical Corporation, Chalmette Works - Chalmette, Louisiana Aluminum oxide reduction
April 3	Tulane University - New Orleans, Louisiana
April 5	Scottdale Mills - Scottdale, Louisiana Textile mill
	Lockheed Aircraft Corporation - Atlanta, Georgia Air planes, jets
April 6	Tennessee Valley Authority, Fort Loudon Dam near Knoxville, Tennessee Power production and flood control
April 13	Ortho Chemical and Surgical Equipment Company - Madison
April 26	Indian Saw Mill - Menominee Reservation - Neopit, Wisconsin Champion Paper Mills - Green Bay, Wisconsin
April 27	Oshkosh B'Gosh Incorporated - Oshkosh, Wisconsin Overalls
May 4	Industrial Relations Research Association Spring Conference - Milwaukee, Wisconsin
May 11	Kalbarner Motors Company - Beloit, Wisconsin Diesel engines
May 18	Muntz Paint and Varnish Company - Madison, Wisconsin
May 25	Sub-Zero Freezer Company - Madison, Wisconsin

GUEST LECTURES

As our stay in the United States is limited to one year, the arrangement of giving us in single lectures the essence of either characteristic American phenomena or urgent daily problems was of great value to us.

- September 22 Mr. Tom Moses, Executive Secretary, Wisconsin Welfare Council
"Migrant Labor in Wisconsin".
- October 4 Mr. Ray Munts, Instructor, School for Workers, University of Wisconsin
"History of Objectives of the United Auto Workers Union".
- October 18 Mr. Arthur L. May, Chief Clerk of the Assembly of the State Legislature
"Legislative Procedure".
- October 25 Professor Richard E. Sullivan, Chairman, Commerce Extension Division, University of Wisconsin
"Automation".
- November 1 Mr. F. C. Salisbury, Director of Safety Division Motor Vehicle Department, Madison, Wisconsin
"Safety Regulations".
- November 8 Professor Edwin E. Witte, Department of Economics, University of Wisconsin
"Social Security".
- Professor Nathan P. Feinsinger, School of Law, University of Wisconsin
"Arbitration Today".
- November 29 Mr. Paul A. Raushenbush, Director of Unemployment Compensation Department, Industrial Commission.
"Unemployment Compensation".
- December 6 Professor Ralph Huitt, Department of Political Science, University of Wisconsin
"Pressure Groups".
- December 13 Mr. William Proxmire, Past Candidate for Governor
"Current Problems of Wisconsin Government".
- January 9 Mr. Paul Ginsberg, House Fellows Adviser, University of Wisconsin
"Discussion on Dormitory Life".
- January 10 Professor L. Reed Tripp, Director, Industrial Relations Research Center, University of Wisconsin
"Planning the Second Semester".
- January 17 Professor David Belcher, School of Commerce, University of Wisconsin
"Wage Incentive Systems".

- January 20 Mr. Lawrence Gooding, Chairman, Employment Relations Board
"Role of the Employment Relations Board in Labor Relations".
- January 24 Professor Marshall Clinard, Department of Sociology,
University of Wisconsin
"The Minority Problem in the United States".
- January 25 Mr. Joseph Mire, Executive Secretary, Inter-University
Labor Education Committee
"Implications of the Labor Merger".
- January 27 Mr. Robert H. Ewens, Executive Vice-President, Wisconsin
Manufacturers' Association
"Labor Relations in Wisconsin".
- Mr. J.F. Friedrich, General Secretary-Treasurer, Federated
Trades Council
"Current Issues in Labor Relations".
- February 8 Professor L. Reed Tripp, Director, Industrial Relations
Research Center, University of Wisconsin
"Problems in Arbitration".
- February 15 Mrs. J. Willard Hurst, President, League of Women Voters
of Madison, Wisconsin
"Women's Organizations in the U.S.A.".
- February 22 Professor Kenneth Parsons, College of Agriculture, Univer-
sity of Wisconsin
"The Point Four Program".
- March 5 Professor Robert Lampman, Department of Economics,
University of Wisconsin
"The Sailor's Union of the Pacific".
- March 7 Mr. Harry Hamilton, Manager, Co-Op Credit Union
"Cultural and Economic Aspects of the South".
- March 14 Professor Ralph Nafziger, Journalism Department,
University of Wisconsin
"The Press in the United States".
- March 21 Miss Elizabeth Brandeis, Lecturer, Economics Department,
University of Wisconsin
"Labor Legislation Advisory Committees".
- March 23 Professor Martin Glaeser, Economics Department, University
of Wisconsin
"The TVA System".
- April 11 Mr. Roy Vogelmann, Assistant Professor of Radio and TV,
University of Wisconsin
"The American Broadcasting System".

April 18	Professor Paul Ellsworth, Department of Economics, University of Wisconsin "American Trade Policies".
April 20	Professor Watson Dunn, Department of Journalism, University of Wisconsin "Media Used in American Advertising".
May 2	Professor Farrington Daniels, Department of Physics University of Wisconsin "Industrial Opportunities with Atomic Energy"
May 9	James Doyle, Former Chairman Democratic Party of Wisconsin "The Democratic Party Organization"
May 16	Professor Marshall B. Clinard, Department of Sociology University of Wisconsin "Higher Education in America"
May 23	The Honorable Carrol E. Metzner, Assemblyman, Dane County Third District "The Republican Party Organization".

III. MOVIES

October 4	"Memorial Union, Livingroom of the University".
October 18	"The Milwaukee Way".
November 22	"Big Enterprise in the Competitive System".
December 6	"Pressure Groups" "Wisconsin Makes Its Laws".
March 23	"Valley of the Tennessee" "The New South".

April 18	Professor Paul Ellsworth, Department of Economics, University of Wisconsin "American Trade Policies".
April 20	Professor Watson Dunn, Department of Journalism, University of Wisconsin "Media Used in American Advertising".
May 2	Professor Farrington Daniels, Department of Physics University of Wisconsin "Industrial Opportunities with Atomic Energy".
May 9	James Doyle, Former Chairman Democratic Party of Wisconsin "The Democratic Party Organization".
May 16	Professor Marshall B. Clifford, Department of Sociology University of Wisconsin "Higher Education in America".
May 23	The Honorable Carol E. Metzner, Assemblyman, Dane County Third District "The Republican Party Organization".

III. MOVIES

October 4	"Memorial Union, Livingroom of the University".
October 18	"The Milwaukee Way".
November 22	"Big Enterprise in the Competitive System".
December 6	"Pressure Groups" "Wisconsin Makes Its Laws".
March 23	"Valley of the Tennessees" "The New South".

VISITS

The diversity of our interests resulted in a series of visits arranged by and for the individual members of our group. This was to the profit of all of us, since through discussions and exchange of ideas our impressions could easily be shared and compared..

Power Plants

Hoover Dam
TVA Administration

Nevada
Knoxville Tennessee

Steel and Aluminum
Plants

Aluminum of Canada, Ltd.
General Office
Arvida Plant
Power Plants Shipshaw
U.S. Steel, Homesteadt Plants

Montreal, Canada
Arvida, Quebec
Shipshaw, Quebec
Pittsburg, Pennsylvania

Automobile Plants

American Motors Corporation
Nash-Hudson Plant
Euclid Truck Company
St. Louis Shipbuilding Company
Ford Engine Plant
General Motors Corporation
Chevrolet Plant
General Motors Corporation
General Motors Corporation
Cadillac Plant
Ford Glass Plant

Kenosha, Wisconsin
New York
St. Louis, Missouri
Cleveland, Ohio
Tarrytown, New York
Kansas City, Missouri
Detroit, Michigan
Detroit, Michigan

Machines, Machine Tools

C.A. Auffmordt and Company
National Cash Register Company
Frigidaire Corporation
N. American Piston Company
Smithers Tools and Machine Products, Inc.
International Business Machines Corporation
Production Plant
International Business Machines Corporation
Headquarters
Oneida Company
General Electric Corporation
IBM Endicott Plant
Hammer Blow Tool Company
Bolens Products Division
Food Machine and Chemical Corporation

New York
Dayton, Ohio
Dayton, Ohio
Los Angeles, California
Red Hook, New York
Poughkeepsie, New York
New York
Oneida, New York
Syracuse, New York
Endicott, New York
Wausau, Wisconsin
Port Washington, Wisconsin

MacWhyte Company
Gisholt Company

Kenosha, Wisconsin
Madison, Wisconsin

Textile Plants

Youth Textile
Erwin Mills
Celanese Mexicana
Delas para Meubles y Cortinas
Textiles La Abeja
Textiles San José Grace

Kansas City, Missouri
Durham, North Carolina
Mexico City, Mexico
Mexico City, Mexico
Mexico City, Mexico
Mexico City, Mexico

Paper and Printing Plants

New York Times
Chicago Tribune
Western Printing and Lithographing Company
Marathon Corporation
Pulp and Paper Mill
Marathon Corporation
Converting Plant

New York
Chicago, Illinois
Poughkeepsie, New York
Rothschild, Wisconsin
Wausau, Wisconsin

Building Trades

Builder Supplies Company
National Crushed Stone Association
39th Convention

Cleveland, Ohio
Chicago, Illinois

Food and Agricultural Products

Miller High Life Beer Company
General Foods Corporation
Headquarters
Forest Products Laboratory
Pet-Milk Canning Company
Chicago Board of Trade
Grain Exchange
Anheuser-Busch Brewery
Cooperative Cheese Plant

Milwaukee, Wisconsin
White Plains, New York
Madison, Wisconsin
Lola
Chicago, Illinois
St. Louis, Missouri
New Glarus, Wisconsin

Insurance Companies

Employers Mutual Insurance Company
Prudential Life Insurance Company
Wisconsin Life Insurance Company
Northwestern Mutual Life Insurance Company

Wausau, Wisconsin
Chicago, Illinois
Madison, Wisconsin
Milwaukee, Wisconsin

Banking

General Motors Acceptance Corporation	Madison, Wisconsin
American Finance Conference Incorporated	Chicago, Illinois
Amalgamated Trust and Savings Bank	Chicago, Illinois
Marshall and Ilsley Bank	Milwaukee, Wisconsin
First Wisconsin National Bank	Milwaukee, Wisconsin
American Exchange Bank	Madison, Wisconsin
First National Bank	Madison, Wisconsin
Interstate Finance Corporation	Madison, Wisconsin
First National Bank	Chicago, Illinois
Harris Trust and Savings Bank	Chicago, Illinois
Wisconsin Bankers Association	Madison, Wisconsin
International Bank for Reconstruction and Development	Washington, D.C.
Small Business Administration	Washington, D.C.
American Bankers Association	New York
American Bankers Institute	New York
New York Stock Exchange	New York
Jos. Walker and Son Broker	New York
First National City	New York
National Association of Investment Companies	New York

Unions

International Ladies Garment Workers Union	Chicago, Illinois
Union meetings of the Building Trades	Madison, Wisconsin
Office Employees International Union Local 108	Chicago, Illinois
AFL-CIO Headquarters	Washington, D.C.
Meat Cutters Union Headquarters	Chicago, Illinois

Chambers of Commerce

Omaha Chamber of Commerce	Omaha, Nebraska
Junior Chamber International World Secretariat	Miami Beach, Florida
Madison, Chamber of Commerce	Madison, Wisconsin

Employers' Associations

National Association of Manufacturers	New York
National Industrial Conference Board	New York

Administration or
Other Institutions

Rotary International	Rhinebeck, New York
Internal Revenue Service District Office	Madison, Wisconsin
International Institute	Milwaukee, Wisconsin
City Planning Commission	Chicago, Illinois
Housing Program	Chicago, Illinois

Exhibitions

Powerama; GM Products Exhibition	Chicago, Illinois
Machine Tool Exhibition	Chicago, Illinois

Companies

Minnesota Mining and Manufacturing Company Wausau, Wisconsin

V.

SEMINARS AND LECTURES

Beside the lectures held especially for our group we had the chance of attending individually the many events of the University of Wisconsin and associated institutions. The following list shows courses which were **attended** by group members.

School for Workers, University of Wisconsin Extension Division:
March 15 and 16, 1956 - Time and Motion Study Conference

Regular courses in the field of Industrial Relations and Personnel Management, University of Wisconsin in the academic year 1955-56.

Labor Problems	Professor R. W. Ozanne
Collective Bargaining	Professor L. R. Tripp
Wage Determination	Professor L. R. Tripp
Personnel Management	Professor D. W. Belcher
Management and Labor Relations	Professor D. W. Belcher
Advanced Problems in Industrial Relations	Professor R. A. Sullivan
Labor Management	Professor D. W. Belcher
Labor Relations	James Crawford, Instructor
Personnel Psychology	Dean C. H. Ruedisili

There was also an opportunity to attend lectures and seminars outside the specialized program of industrial relations. Some of our group took advantage of broadening their education in different fields of their individual interests.

Government and Business	Professor Edwin E. Witte
Capitalism and Socialism	Professor Selig Perlman
Money, Income and Prices	Professor James Early
Elements of TV Broadcasting	Professor Highlander
Public Finance	Professor Walter Groves
American Labor History	Professor R. W. Ozanne
Time and Motion Study	Professor Daggett
Problems of American Minority Groups	Professor McGinnis
Banking and Monetary Theory	Professor Morton
Money and Banking	Professor Clodius
International Trade	Professor P. Ellsworth
Business Statistics	Professor Fox
Economic History of Modern Europe	Professor Cameron
Econometrics	Professor Martin Bronfenbrenner
Spanish	Professor Hesse

Ideological Conflict
 Far Eastern Politics
 Evaluation of Credit and
 Investment Risks
 Seminar in Industrial
 Management
 Law in Society
 Cost Accounting

Professor Friedman
 Professor Thomson

Professor Fraine

Professor Kubly

Professor Runge

Professor Gibson and Blakley

V.I.

The Industrial Management Institute

A very interesting example of partnership between people in industry and universities is given by the 'Industrial Management Institute' - IMI - a part of the University of Wisconsin Extension Division. This Institute provides programs of various one-day up to five-days conferences for management people of different levels and departments.

Some figures may illustrate the importance and the acceptance of this institution. During the academic year of 1954-55 the IMI conducted 117 programs with 4,131 attending persons of 1,155 firms; about two thirds of them Wisconsin companies and one third out-of-state companies.

The IMI programs "are designed to supply new and practical information". The immediate goals of the Institute are:

- "1. Helping management people to do a better job in their present positions.
2. Helping management people to prepare for promotion to higher positions."

By the courtesy of the IMI staff a part of our group could take advantage of the provided training opportunities. So we had the chance to meet some more people who actually run American industry. Furthermore we could see what prevailing training problems industry is facing today and how industry is going to solve them.

The conferences listed below, all of them conducted by outstanding discussion leaders from leading industries or universities, have been attended by one or two members of our group. Although the list comprises only one third of all programs provided by the IMI, it shows the variety of the up-to-date problems being discussed.

H.W.

FINANCIAL MANAGEMENT CONFERENCES

How to Control Your Costs
 Creation and Control of Working Capital
 Financing and Control of Capital Expenditure

LABOR RELATIONS CONFERENCES

Setting the Climate - A Key to Preventing Labor Relations Problems
 Recognizing Ability and Seniority
 Contract Negotiations - Problems and Techniques

PERSONNEL MANAGEMENT CONFERENCES

How To Select Supervisors

PLANT MANAGEMENT CONFERENCES

Automation and Plant Management
 How To Stimulate Our Creative Thinking (Actual Relations with
 the "Brainstorm" Technique)

SUPERVISORY INSTITUTES (Three Days):

A. The Supervisor's Role In Cost Reduction. With the following sessions:

The Supervisor's Part in Cost Reduction
 Supervisor's Responsibility for Controlling Labor Costs
 Supervisor's Responsibility for Controlling Overhead Costs
 Setting Up A Departmental Cost-Reduction Program
 Developing Employee Cost-Mindedness

B. Human Relations for Foremen and Supervisors. With the following sessions:

The Supervisor's Role in Management
 Knowing People as Individuals
 Dealing With People as Individuals
 The Instructor, The Learner and the Job (Principles)
 The Instructor, The Learner and the Job (Practice)
 Understanding and Influencing Attitudes
 Building Morale While Correcting Mistakes
 Self-Improvement Through Self-Analysis

VII.

TRAVEL COBWEB

On our way to Madison, during our vacations, and on our trips to Detroit and down South we got many impressions of the country and of the United States, of its geographical distances, of its vastness and emptiness as well as its beauty in the different parts. The following cobweb shows where the members of our group travelled during this year, either by themselves or in small groups of three, four, or five.

Due to the limited size of the map all places visited could not be shown. This is especially true for program field trips taken in Wisconsin.

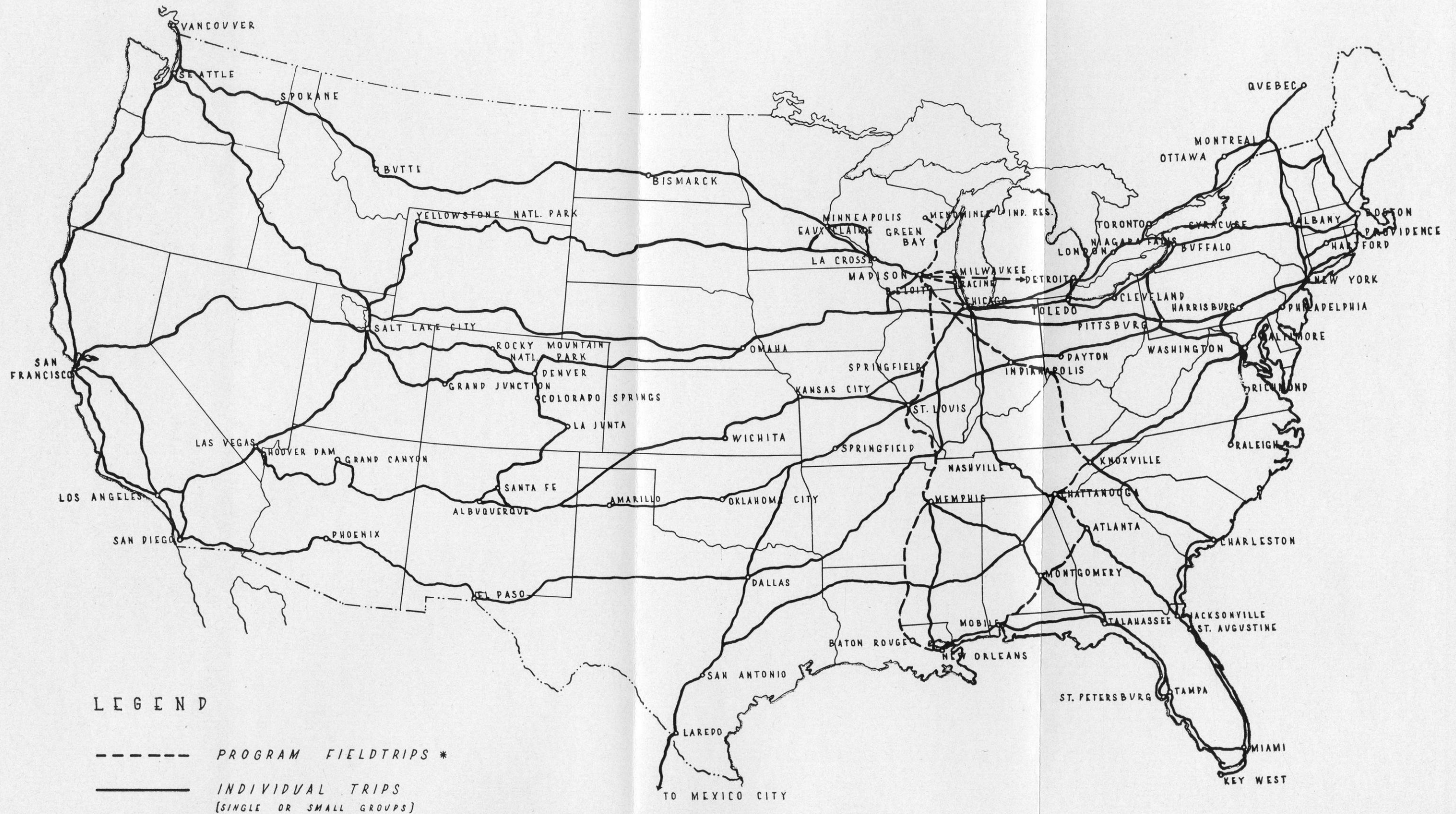
VII.

TRAVEL CORNER

On our way to Madison, during our vacation, and on our trips to Detroit and down South we got many impressions of the country and of the United States, of its geographical distances, of its vastness and emptiness as well as its beauty in the different parts. The following corner shows where the members of our group travelled during this year, either by themselves or in small groups of three, four, or five. Due to the limited size of the map all places visited could not be shown. This is especially true for program field trips taken in Wisconsin.

T R A V E L

C O B W E B



LEGEND

----- PROGRAM FIELDTRIPS *

INDIVIDUAL TRIPS
(SINGLE OR SMALL GROUPS)

* FOR DETAILED ACCOUNT OF FIELDTRIPS SEE APPENDIX I

M. Lenz May 1956

UNIVERSITY OF WISCONSIN

Industrial Relations Research Institute

Program of Study	<p>The graduate program for all degrees in industrial relations embodies multidisciplinary curricula combining specialized aspects of economics, sociology, psychology, law, business, political science, and engineering. While some degree of specialization is encouraged in the graduate program, it is expected that the student will gain competence in the field of industrial relations through an integration of knowledge related to the problems and processes of industrial society.</p> <p>The Institute offers the Ph.D. and Master of Science degrees. The Ph.D. degree is designed for those students who are primarily interested in teaching and research in industrial relations. The Master of Science degree provides analytical skills and knowledge in industrial relations for those desiring to prepare for careers in business, government or union organizations.</p> <p>Graduate study at the master's level combines work in the four basic areas of industrial relations (manpower resources, unions and collective bargaining, personnel relations and organization theory, and international and comparative industrial relations) with training in statistics and research methods and offers the choice of either a thesis or nonthesis option in completing the program. At the Ph.D. level, the student chooses the major field in which he wishes to specialize and takes further work in it. He also elects two inside minors in industrial relations or one internal minor and an outside minor in a traditional discipline.</p>
Research Facilities	<p>The Institute provides research assistance to faculty members, a work area for students, laboratory research equipment, and a clearinghouse for exchange and coordination of research ideas. Experienced programmers are available to faculty members through the Social Systems Research Institute and the University of Wisconsin computing center. Computer use is made available to faculty and students by the Research Committee of the Graduate School.</p> <p>Library facilities include the Social Science Graduate Reference Center, the John R. Commons Industrial Relations Reference Unit, and the Institute's library collection of current materials. The University's Memorial Library and the State Historical and Legislative Reference Libraries, together with more specialized departmental units, give students access to a large number of industrial relations publications located on campus and in the State Capitol.</p> <p>Affiliations of the Institute include the Institute for Research on Poverty, Center for Studies in Vocational and Technical Education, Center for Teaching and Research in Disputes Settlement, Center for the Study of Unions and Collective Bargaining, Center for Comparative International Labor Studies, Center for International Business Research, and the <i>Journal of Human Resources</i>.</p>
Financial Aid	<p>Research assistantships are available in a variety of industrial relations areas with stipends ranging from \$3105 for the academic year to \$3792 for twelve months. Assistantships also include a remission of nonresident tuition fees. Special assistantships are provided by individual faculty members, related centers and institutes, cooperating departments, and affiliates of the Institute.</p> <p>University fellowships, four-year prize fellowships, three-year NDEA Title IV fellowships, NSF traineeships, fellowships from the Center for the Study of Unions and Collective Bargaining, and stipends for special programs are also available.</p>
Cost of Study	<p>Graduate tuition and fees per semester are approximately \$1150 for nonresidents and \$325 for resident students. It is estimated that student expenses average about \$1800 per academic year, exclusive of tuition, fees, clothing, and transportation to and from Madison. The largest items of expense are University fees and room and board.</p>
Cost of Living	<p>Accommodations are available for couples and families in various privately operated housing units and in University-owned apartments. Accommodations for single men and women are available in University residence halls and in privately owned homes and apartments. The University Housing Office provides detailed information on available housing.</p>
Student Body	<p>The University of Wisconsin has an enrollment of 35,500 students; of these 9,050 are graduate students. The Institute has an approximate enrollment of 50 full-time graduate students.</p>
The Community	<p>The capital of Wisconsin, Madison was built mainly on the isthmus formed by Lakes Mendota and Monona. Lakes Waubesa and Kegonsa are to the southeast and the four together form the famous "four lakes of Madison." The beautiful, sprawling campus of the University of Wisconsin is located on a series of wooded hills overlooking Lake Mendota, a mile from the State Capitol. Not far from campus are theaters, the Elvejem Art Center, the State Historical Society Museum, the University Arboretum, the U.S. Forest Products Laboratory, and many recreational facilities. Madison is the center of one of the richest dairy regions in America and is also an important medical center, with twelve hospitals.</p>
The University	<p>Its outstanding faculty, research, and public service programs have made the University of Wisconsin, founded in 1849, one of the top ten universities in the country. The character of the Madison campus today can be traced to traditions which have developed over the years: the close bond between faculty and students, the flexible policies and programs which respond to changing needs, the democratic environment where students take an active part in campus government, and the informal friendly spirit.</p>
Applying	<p>Admission to graduate standing is determined by the Graduate School and by the Admissions Committee of the Industrial Relations Research Institute. All credentials must be in the Graduate School Office in Madison at least six weeks before the student plans to start graduate work. In addition to Graduate School entrance requirements, applicants for admission to the Institute are required to submit the verbal and quantitative test scores from the Graduate Record Examination. Information and application forms for the Graduate Record Examination may be obtained by writing to Educational Testing Service, Box 955, Princeton, New Jersey 08540, or 1947 Center Street, Berkeley, California 94704. Completed applications for fellowships and assistantships must be filed by January 15 for the forthcoming academic year.</p>

Correspondence and Information

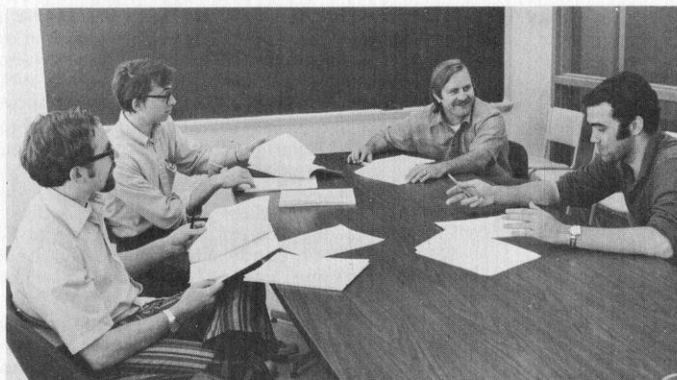
Admissions and Aid
Industrial Relations Research Institute
University of Wisconsin
4226 Social Science Building
1180 Observatory Drive
Madison, Wisconsin 53706

THE FACULTY

Aiken, Michael, Associate Professor of Sociology; Ph.D., University of Michigan, 1964.
 Alford, Robert, Professor of Sociology; Ph.D., University of California, Berkeley, 1961.
 Barbash, Jack, Professor of Economics; M.A., New York University, 1935.
 Berkowitz, Leonard, Professor and Chairman of Psychology; Ph.D., University of Michigan, 1951.
 Bridgman, Charles, Professor of Psychology; Ph.D., University of Rochester, 1938.
 Brodie, Abner, Professor of Law; LL.B., New Jersey Law School (Rutgers University), 1930.
 Cain, Glen, Associate Professor of Economics; Ph.D., University of Chicago, 1964.
 Chaplin, David, Associate Professor of Sociology; Ph.D., Princeton University, 1963.
 Christenson, Arlen, Assistant Professor of Law; LL.B., University of Wisconsin, 1960.
 Cummings, L. L., Associate Professor of Business; D.B.A., Indiana University, 1964.
 Cutlip, Scott, Professor of Journalism; Ph.D., University of Wisconsin, 1941.
 Delbecq, Andre, Associate Professor of Business; D.B.A., Indiana University, 1963.
 Edelman, Murray, Professor of Political Science; Ph.D., University of Illinois, 1948.
 Feinsinger, Nathan P., Professor of Law and Director, Center for Teaching and Research in Disputes Settlement; J.D., University of Michigan, 1928.
 Filley, Alan C., Professor of Business; Ph.D., Ohio State University, 1962.
 Glade, William, Professor of Business and Economics; Ph.D., University of Texas, 1955.
 Gustafson, David, Assistant Professor of Industrial Engineering; Ph.D., University of Michigan, 1966.
 Hagglund, George, Associate Professor, School for Workers; Ph.D., University of Wisconsin, 1966.
 Hansen, W. Lee, Professor of Economics and Educational Policy; Ph.D., Johns Hopkins University, 1958.
 Heneman, Herbert G., III, Assistant Professor of Business; Ph.D., University of Wisconsin, 1970.
 Huber, George, Associate Professor of Industrial Engineering; Ph.D., Purdue University, 1966.
 Johnson, Alton, Professor of Business; Ph.D., University of Wisconsin, 1957.
 Johnson, David, Professor of Economics; Ph.D., University of Wisconsin, 1955.
 Jones, James E., Jr., Professor of Law and Director of the Industrial Relations Research Institute; LL.B., University of Wisconsin, 1956.
 Kassalow, Everett, Professor of Economics; M.A., American University, 1964.
 Kleene, Stephen C., Dean of the College of Letters and Science; Ph.D., Princeton University, 1933.
 Krinsky, Edward B., Assistant Dean of the College of Letters and Science and Visiting Professor of Economics and Industrial Relations; Ph.D., University of Wisconsin, 1969.
 Ladinsky, Jack, Associate Professor of Sociology; Ph.D., University of Michigan, 1962.
 Lampman, Robert, Professor of Economics; Ph.D., University of Wisconsin, 1950.
 Levine, Solomon, Professor of Economics and Business; Ph.D., Massachusetts Institute of Technology, 1951.
 Miller, Richard U., Associate Professor of Business; Ph.D., Cornell University, 1966.
 Munts, Raymond, Professor of Social Work; Ph.D., University of Wisconsin, 1959.
 Nadler, Gerald, Professor of Industrial Engineering; Ph.D., Purdue University, 1949.
 Ozanne, Robert, Professor of Economics and Director of the School for Workers; Ph.D., University of Wisconsin, 1954.
 Penniman, Clara, Professor of Political Science and Director, Center for the Study of Public Policy and Administration; Ph.D., University of Minnesota, 1954.
 Perrone, Philip, Professor and Chairman of Counseling and Guidance; Ph.D., Syracuse University, 1962.
 Perrow, Charles B., Professor of Sociology; Ph.D., University of California, Berkeley, 1960.
 Pulver, Glen, Dean, Human Resources Division of University Extension; Ph.D., University of Wisconsin, 1956.
 Roe, Eleanore, Lecturer in Law; S.J.D., University of Wisconsin, 1962.
 Rothstein, Mort, Professor and Chairman of History; Ph.D., Cornell University, 1960.
 Schrieber, David, Associate Professor of Business; Ph.D., University of Wisconsin, 1956.
 Schwab, Donald, Assistant Professor of Business; Ph.D., University of Minnesota, 1968.
 Skidmore, Thomas E., Professor of History; Ph.D., Harvard University, 1960.
 Somers, Gerald, Professor and Chairman of Economics; Ph.D., University of California, Berkeley, 1951.
 Stern, James L., Professor of Economics; Ph.D., University of California, Berkeley, 1954.
 Strother, George, Professor of Business and Vice Chancellor of University Extension; Ph.D., Indiana University, 1942.
 Weisbrod, Burton, Professor of Economics and Educational Policy Studies; Ph.D., Northwestern University, 1958.
 Wood, Vivian, Associate Professor of Social Work; Ph.D., University of Chicago, 1963.
 Young, Edwin, Professor of Economics and Chancellor of the Madison campus; Ph.D., University of Wisconsin, 1950.



Carillon Tower at the University of Wisconsin.



Industrial relations seminar.

COMBINED STUDIES
IN LAW AND
INDUSTRIAL RELATIONS

A joint program leading to degrees in law and in industrial relations may be arranged. Approval for admission to the combined law-industrial relations program will be made where the interests and qualifications of the applicant are exceptional and his proposed program of studies meets the requirements of the Law School and the Industrial Relations Research Institute.

1. Students will apply for admission to each department in the normal fashion followed by other students applying to these departments.
2. Students will be expected to complete requirements of each of the departments for their respective degrees.
3. The savings in time for the student involved flow from the following arrangements:
 - A. Some Law School courses which are included in the IR program will be double counted. That is, a student who takes such courses as Law 745, Labor Relations Law; Law 912, Seminar-Methods of Disputes Settlement; and Law 958, Seminar-Collective Bargaining, will receive credit both in Law School and in Industrial Relations for such course work.
 - B. Law Students will be able to substitute six credits of IR course work for law courses. Also, where a few additional IR course credits may be appropriately substituted for law credits, a student may petition to do so.

FELLOWSHIP PROGRAM
IN MANPOWER AND
COMPUTER TECHNOLOGY

A two-year Fellowship in Manpower and Computer Technology has been granted by the U.S. Department of Labor to the Industrial Relations Research Institute of the University of Wisconsin, subject to selection of a suitable candidate. It is hoped that this fellowship will help the Department and its affiliated State agencies meet the growing need for professionally trained specialists in the applications of computer technology to manpower programs.

STIPEND

The Fellow will receive a stipend of \$480 per month plus tuition and fees and certain other expense payments.

ELIGIBILITY

The candidate selected will complete an MS in Industrial Relations and will work in the office of the Wisconsin State Employment Service, Madison, Wisconsin an average of 30 hours per week over the duration of the program. In addition, Fellows will have a three-month assignment (in some cases longer) working in the Office of Systems Support, USTES, in Washington, D. C. The candidate must meet the normal entrance requirements for Graduate School at Wisconsin. In addition, applicants for admission to the Institute are required to submit the verbal and quantitative test scores from the Graduate Record Examination. The Fellowship can begin in September 1971 and will continue for 24 consecutive months.

THESIS

In lieu of a thesis, the Fellow may write a work paper based on his work assignment experiences in the State agency and/or the national office. The option of a thesis or work paper is left to the Fellow and the major advisor.

EMPLOYMENT
OPPORTUNITY

Although there is no commitment by either the Fellow or the government concerning employment in government after successful completion of the program, it is likely that most graduates will be offered permanent jobs with either the Department of Labor or one of the affiliated State agencies. Strong preference will be given to applicants with such a career interest in selection of the Fellow.

APPLYING

Applicants should complete the usual forms for application to the Industrial Relations Research Institute. Deadline for applications for fall semester 1971 is July 15. Questions on the application procedure or the fellowship should be directed to Miss Jeanette Fegler at the Institute (608) 262-9889.

Applications may be obtained from:

Admissions and Aid
Industrial Relations Research Institute
The University of Wisconsin
4226 Social Science Building
1180 Observatory Drive
Madison, Wisconsin 53706

Courses Divided by Areas

Unions and Collective Bargaining

Economics 453 Economics of Collective Bargaining

454 Government and Labor Relations

459 Trade Unionism

523 Capitalism and Socialism

953-54 Labor Seminar

957-58 Collective Bargaining Seminar

Political Science 472 Politics of Pressure Groups

Business 411 Management and Labor Relations

Law 912 Methods of Disputes Settlement

Manpower Resources and Income Security

Economics 450 The Labor Market

451 Wage Determination

453 Economics of Collective Bargaining

456 Labor Legislation and Social Security

750 Labor Economics

956 Seminar--Wages and the Labor Market

Social Work 909 Social Change and Welfare Policy

Sociology 643 Sociology of Occupations and Professions

Business 407 Wage and Salary Administration

409 Employee Evaluation and Development

711 Manpower Planning and Personnel

548 Group Insurance Pension and Profit-Sharing Plans

Psychology 534 Social Psychology

Counseling and Guidance 600 Principles and Programs

Labor Courses

Economics 315 Labor Problems

350 American Labor History

International and Comparative Industrial Relations

Economics 474 Economic Problems of Underdeveloped Areas

523 Capitalism and Socialism

551 Foreign Labor Movements

552 Labor Movements in Developing Countries

920 Comparative Labor Development--Seminar

Business 461 Management of International Operations

462 Economic Problems of Latin America

468 Comparative Industrial Relations Systems of the Americas

Political Science 630 Latin American Politics

Organization Theory and Personnel Relations

Sociology 643 Sociology of Occupations and Professions

920 Complex Organization Seminar

964 Seminar--Survey Research

Business 409 Employee Evaluation and Development

711 Manpower Planning and Personnel

712 Problems and Research in Personnel Management

716 Organization Theory--Individual and Group Behavior

717 Personnel Management

719 Administrative Organization and Group Behavior

801 Principles of Business Organization

Psychology 534 Social Psychology

Counseling and Guidance 600--Principles and Programs

Urban and Regional Planning 345--Regional Development and Planning

Statistics Courses

Sociology 544 Introduction to Survey Research

360 Statistics for Sociologists

361 Intermediate Statistics

Business 600 Statistics

778 Advanced Statistics

608 Business Statistics Techniques

Educational Psychology 500-501 Statistics

Economics 611 Statistics

631 Advanced Statistics

701 Economics Theory-Micro.

Psychology 610 Statistical Analysis for Psychology

Courses Taken Most Frequently by I.R. Students (in last two years)

	1967-68 <u>1968-69</u>	<u># Times</u> <u>Taught</u>	<u># Students</u>
Economics 450 Wages and the Labor Market		4	18
453 Collective Bargaining and Public Policy		3	14
454 Government and Labor Relations		1	4
456 Labor Legislation and Social Security		3	5
551 Foreign Labor Movements		2	8
956 Seminar--Wages and the Labor Market			
953-54 Labor Seminar		2 yrs.	21
957-58 Collective Bargaining		2 yrs.	17
Sociology 360 Statistics for Sociologists		4	6
361 Intermediate Statistics		4	12
362 Multivariate Analysis		1	3
Business 716 Individual and Group Behavior		1	5
717 Personnel Management		4	8
719 Administrative Organization and Group Behavior		2	4
778 Advanced Statistics		2	11

1967-68 <u>1968-69</u>	# Times <u>Taught</u>	# <u>Students</u>
Political Science 472 Politics of Pressure Groups	2	5
Psychology 730 Individual Scoial Psychology	1	4
Law 912 Methods of Disputes Settlement	1	12

PARTICIPATING FACULTY OF INDUSTRIAL RELATIONS

Aiken, Michael	Soc.	3450 Soc. Sci.	2-4375
Alford, Robert	Soc.	3464 Soc. Sci.	2-6585
Barbash, Jack	Econ.	7458 Soc. Sci.	2-7977 3-2440
Berkowitz, Leonard	Psych.	221 Psychology	2-1569
Bridgman, Charles	Psych.	801 Extension 215 Psychology	2-3733 2-0474
Brodie, Abner	Law	515 Law	2-7881
Cain, Glen	Econ.	6442 Soc. Sci.	2-7897 3-3872
Chaplin, David	Soc.	3458 Soc. Sci.	2-3295 2-1946
Christenson, Arlen	Law	405 Law	2-3422
*Cummings, L. L.	Bus.		2-1553
Cutlip, Scott	Journalism	425 Henry Hall	2-3692
Delbecq, Andre	Bus.	322 Commerce	2-1942
Edelman, Murray	Poli. Sci. Povt. Inst.	223 North Hall 3440 Soc. Sci.	2-6576 2-6358
Feinsinger, Nathan	Law	301 Law	2-2246
Filley, Alan	Bus.	331 Commerce	2-1943
Hagglund, George	Sch. for Workers	825 Extension	2-2111
Hansen, W. Lee	Econ. & Educ. Pol.	7448 Soc. Sci.	2-2326
Haveman, Robert H.	Povt. Inst. & Econ.	3412 Soc. Sci.	2-6358
Heneman, Herbert	Bus.	104 Music Hall	3-1964
Huber, George	Business Indust. Engr.	303 Commerce 459 Mech. Engr.	2-1890 2-2686
Johnson, Alton	Bus.	329 Commerce	2-1943
Johnson, David	Econ.	7450 Soc. Sci.	2-5393 3-2378

Jones, James E., Jr.	Law & IRRI	608 Law 4226 Soc. Sci.	2-2440 2-1882
Kassalow, Everett	Econ.	7440 Soc. Sci.	2-8910 3-2440
Kleene, Stephen C.	Dean, L & S	102 South Hall	3-2300
Krinsky, Edward	Ass't. Dean L & S IRRI & Econ.	401 South Hall 4325 Soc. Sci.	3-2300 2-0098
Ladinsky, Jack	Soc. & Povt. Inst.	3317 Soc. Sci.	2-2083
Lampman, Robert	Econ. & Povt. Inst.	6434 Soc. Sci.	2-9891 3-3873
Levine, Solomon B.	IRRI East Asian Studies	6235 Soc. Sci. 1440 Van Hise	2-2183 2-3643
Lieberthal, Milferd	Sch. for Workers	825 Extension	2-2111
*Miller, Richard U.	Bus. and IRRI		2-2381
Munts, Raymond	Soc. Work Povt. Inst.	1225 Observatory 3412 Soc. Sci.	2-3561 2-6358
Nadler, Gerald	Indus. Engr.	447 Mech. Engr.	2-3593 2-2686
Ozanne, Robert	Sch. for Workers Economics	825 Extension 7117 Soc. Sci.	2-2111 2-5831/2-3559
Penniman, Clara	Poli. Sci. - Pub. Policy & Adm.	322 North Hall	2-3581 2-3582
Perrone, Philip	Counseling and Guidance	1815 University	2-0461
Pulver, Glen	Dean, Extension	501 Extension	2-7965
Roe, Eleanore	Law	306 Law	2-0657
Rothstein, Morton	History	3211 Humanities	3-1800
*Schrieber, David	Bus.		2-1553
Schwab, Donald	Bus.	102 Music Hall	3-1964
*Skidmore, Thomas E.	History		3-1800
*Somers, Gerald	Econ.	6440 Soc. Sci.	2-3281 3-3872

*Stern, James L.	Econ. and IRRI		2-1882
Strother, George	Univ. Extension Bus.	527 Extension	2-7755
Weisbrod, Burton	Econ. and Ed. Pol.	6422 Soc. Sci.	2-6870
Wood, Vivian	Soc. Work	425 Henry Mall	3-3828
Young, Edwin	Chancellor	158 Bascom	2-9946

* ON LEAVE

INDUSTRIAL RELATIONS FACULTY LIST

1971 - 1972

EXECUTIVE COMMITTEE

Jones, James E., Jr., Chairman	Director, IRRI Law	4226 Soc. Sci. 608 Law	2-1882 2-2440
Aiken, Michael	Sociology	3450 Soc. Sci.	2-4375
Barbash, Jack	Economics	7458 Soc. Sci.	2-7977 3-2440
Berkowitz, Leonard	Psychology	221 Psychology	2-1569
Brodie, Abner	Law	515 Law	2-7881
Feinsinger, Nathan P.	Law	301 Law	2-2246
Filley, Alan C.	Business	331 Commerce	2-1943
Haveman, Robert	Economics Poverty	3412 Soc. Sci.	2-6358
Huber, George	Business Indust. Engr.	303 Commerce 459 Mech. Engr.	2-1890 2-2686
Johnson, Alton C.	Business	329 Commerce	2-1943
Johnson, David	Economics	7450 Soc. Sci.	2-5393 3-2378
Kassalow, Everett	Economics	7440 Soc. Sci.	2-8910 3-2440
Kleene, Stephen C. (ex officio)	Dean, L & S	102 South Hall	3-2300
Levine, Solomon B.	IRRI East Asian Studies	6235 Soc. Sci. 1440 Van Hise	2-2183 2-3643
Munts, Raymond	Social Work Poverty Inst.	1225 Observatory 3412 Soc. Sci.	2-3561 2-6358
Nadler, Gerald	Industrial Engr.	447 Mech. Engr.	2-3593 2-2686
Ozanne, Robert	School for Workers Economics	825 Extension 7117 Soc. Sci.	2-2111 2-5831/ 2-3559

EXECUTIVE COMMITTEE (CONT.)

Penniman, Clara	Political Science Pub. Policy & Adm.	322 North Hall	2-3581 2-3582
Rothstein, Morton	History	3211 Humanities	3-1800
Schwab, Donald	Business	102 Music Hall	3-1964
*Somers, Gerald	Economics	6440 Soc. Sci.	2-3281 3-3872
*Stern, James L.	Univ. of Warwick, England		

Student (non-voting) Members: Hoyt Wheeler, President of IRGSA
Joep Bolweg, Steven Hendrickson

* On Leave

ADMISSIONS COMMITTEE

Schwab, Donald, Chairman	Business	102 Music Hall	3-1964
Bridgman, Charles	Psychology	801 Extension	2-3733
Chaplin, David	Sociology	3458 Soc. Sci.	2-3295 2-1946
Hagglund, George	Sch. for Workers	825 Extension	2-2111
Heneman, Herbert	Business	104 Music Hall	3-1964
Lieberthal, Milferd	Sch. for Workers	825 Extension	2-2111

Student Members: Ron Kent, Lettie Zimmerman

CURRICULUM COMMITTEE

Levine, Solomon B., Chairman	East Asian Studies Indust. Rel.	1440 Van Hise 6235 Soc. Sci.	2-3643 2-2183
Huber, George	Business Indus. Engr.	303 Business 459 Mech. Engr.	2-1890 2-2686
Filley, Alan	Business	331 Business	2-1943
Munts, Raymond	Soc. Work	1225 Observatory	2-3561
Cain, Glen	Economics	6442 Soc. Sci.	2-7897 3-3872
Somers, Gerald	Economics	6440 Soc. Sci.	2-3281 3-3872

Student Members: Joep Bolweg, Chris Fraser, Tom Kochan, Allen Ponak
Haruo Shimada

ADMINISTRATIVE COMMITTEE OF THE CENTER FOR COMPARATIVE
INTER-NATIONAL LABOR STUDIES

Levine, Solomon B., Coordinator	East Asian Studies IRRI	1440 Van Hise 6235 Soc. Sci.	2-3643 2-2183
Chaplin, David	Soc.	3458 Soc. Sci.	2-3295 2-1946
Edelman, Murray	Poli. Sci.	223 North Hall	2-6576
Jones, James E., Jr. ex officio	Law-IRRI	608 Law 4226 Soc. Sci.	2-2440 2-1882
Kassalow, Everett	Economics	7440 Soc. Sci.	2-8910 3-2440
Nadler, Gerald	Indus. Engr.	447 Mech. Engr.	2-3593 2-2686

Student Members: Steve Hills, George Ogle

ADMINISTRATIVE COMMITTEE OF THE CENTER FOR THE STUDY OF UNIONS
AND COLLECTIVE BARGAINING

Barbash, Jack, Coordinator	Economics	7458 Soc. Sci.	2-7977 3-2440
Christenson, Arlen	Law	405 Law	2-3422
Kassalow, Everett	Economics	7440 Soc. Sci.	2-8910 3-2440
Ozanne, Robert	Sch. for Workers	825 Extension	2-2111
Rothstein, Mort	History	3211 Humanities	3-1800
Jones, James E., Jr.	Law-IRRI	608 Law 4226 Soc. Sci.	2-2440 2-1882

Student Members: Wally McMullen, Jim Seaman

RESEARCH AND PUBLICATIONS COMMITTEE

Kassalow, Everett, Chairman	Economics	7440 Soc. Sci.	2-8910 3-2400
Cutlip, Scott	Journalism	425 Henry Hall	2-3692
Delbecq, Andre	Business	322 Business	2-1942
Dennis, Barbara	Journal of H.R.	4321 Soc. Sci.	2-4867
Edelman, Murray	Poli. Sci.	223 North Hall	2-6576
Krinsky, Edward	Ass't Dean L&S IRRI	102 South Hall 4325 Soc. Sci.	3-2300 2-0098
Ladinsky, Jack	Soc.	3317 Soc. Sci.	2-2083
Roe, Eleanore	Law	306 Law	2-0657

Student Members: Dennis Rader, David Zimmerman

ADMINISTRATIVE COMMITTEE OF THE MANPOWER AND TRAINING RESEARCH UNIT

Somers, Gerald	Economics	6440 Soc. Sci.	2-3281
Huber, George	Business	303 Commerce	2-1890
Jones, James E. Jr.	Ind. Rel.	4226 Soc. Sci.	2-1882
Ozanne, Robert	Sch. for Workers	825 Extension	2-2111
Thomas, Gerald	Af-Am Studies	5542 Humanities	2-2628

Student Members: Cilla TenPas, Steve Hills

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ADDITIONS TO THE REPRINT SERIES

Industrial Relations Research Institute
The University of Wisconsin

Executive Committee

James L. Stern, Chairman	Director, IRRI; Economics
Michael Aiken	Sociology
Jack Barbash	Economics
Abner Brodie	Law
Stephen C. Kleene	Dean, Letters and Science
Nathan P. Feinsinger	Law
Alton Johnson	Business
Richard U. Miller	Associate Director; Business
Raymond Munts	Social Work; Poverty Institute
Gerald Nadler	Industrial Engineering
Robert Ozanne	School for Workers
Clara Penniman	Political Science
Morton Rothstein	History
Gerald G. Somers	Economics
Kenneth Mericle	Student Member

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Richard U. Miller, Chairman	Associate Director; Business
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David Chaplin	Sociology
George Hagglund	School for Workers
James E. Jones, Jr.	Law
Eleanore Roe	Law
Donald Schwab	Business
Joel Cosby	Student Member

Curriculum Committee

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George Huber	Industrial Engineering
Edward Krinsky	Assistant Dean, Letters and Science
Solomon B. Levine	East Asian Studies, Business
Thomas E. Skidmore	History
Ron Kent, Stuart Schmidt,	Student Members
Haruo Shimada, Cilla Ten Pas	

Research and Publications Committee

Gerald G. Somers, Chairman	Economics
L. L. Cummings	Business
Scott Cutlip	Journalism
Barbara Dennis	Journal of Human Resources
Murray Edelman	Political Science
Everett Kassalow	Economics
Jack Ladinsky	Sociology
Robert Lampman	Economics
Tom DeCotiis	Student Member

INDUSTRIAL RELATIONS RESEARCH INSTITUTE

James L. Stern, Director
Richard U. Miller, Associate Director
Gerald G. Somers, Chairman, Research and
Publications Committee
Barbara D. Dennis, Managing Editor

CENTER FOR STUDIES IN VOCATIONAL AND TECHNICAL EDUCATION

Gerald G. Somers, Director

Editor, IRRI Report: Jeanette Fegler
Photos by: Gary Schultz

Editorial Office: 4325 Social Science Building
1180 Observatory Drive
Madison, Wisconsin 53706

News From The Institute

Curriculum Committee Report

The Curriculum Committee was only moderately active during the 1969-70 academic year following the substantial revision of the Master's program which had taken place during the previous year. Actions taken by the Committee related mostly to some unfinished facets of the formulation of the new curriculum. Since the format of the comprehensive examination for the Master's degree was no longer appropriate for the new field requirements, the Committee recommended a new format on a trial basis, with questions in the four fields designed to cover subject matter, theory, and methodology and with students obligated to answer four questions from at least three fields. The examination was used for the May 1970 sitting for the examination.

The Committee deferred action pending further consideration on the relationship of the oral ex-

amination to those students who choose the non-thesis option. Since the oral examination for the thesis students is primarily a defense of the thesis, it is unclear what function the oral examination for non-thesis students should perform.

The Committee also discussed and recommended a procedure to be followed by students who intend to bypass the Master's degree and aim for a doctorate. In addition, the Committee participated in negotiations with the Law School for a procedure whereby students could obtain degrees in law and industrial relations at the same time. It also reviewed and advised the Executive Committee on some individual cases which involved interpretation of the report of the 1969-70 curriculum committee and the revised curriculum which was adopted as a result.

Professor David B. Johnson

New Centers

UNIONS AND COLLECTIVE BARGAINING CENTER

The Center for the Study of Unions and Collective Bargaining has been recently formed, under a grant to the Institute from the David Dubinsky Foundation, to support research and the dissemination of research results in the field of trade unionism. Jack Barbash, to whom goes the credit for obtaining this grant, is the Coordinator of the new Center's administrative committee. Other faculty members appointed to the committee are James L. Stern, James E. Jones, Jr., Everett Kassalow, Robert Ozanne, Morton Rothstein, and Tom Kochan, the representative for Industrial Relations Graduate Student Association.

The Center was created in response to the need for research on the complex problems confronting the modern union. At present a gap exists in research on union administration and management in the fields of organizing internal union management, health and welfare, and collective bargaining. The Center will support several graduate students as well as faculty research, and will finance seminars and publications for the labor movement as well as the academic world. Initial grants have been made to Tom Kochan and Paul Richards.

INTERNATIONAL LABOR STUDY CENTER

The Center for the Study of Comparative International Labor was established in the fall of 1969 to develop an integrated program for the study of comparative international labor problems and to meet the need in this area for more continuing systematic research and teaching which would reflect a broad interdisciplinary approach. Its administrative committee consists of Solomon B. Levine, Coordinator; Murray Edelman; Everett Kassalow; Richard U. Miller; Gerald Nadler; Thomas Skidmore; James L. Stern (ex-officio); and Roy Adams, Student Member.

In 1969-70 the Center carried forward and expanded upon the studies of comparative unionism and comparative vocational labor markets which were already being supported by Ford funds. These projects, respectively under the direction of Professors Everett Kassalow and Gerald Somers, Economics, further progressed in collecting and analyzing data and developing publications.

New Faculty

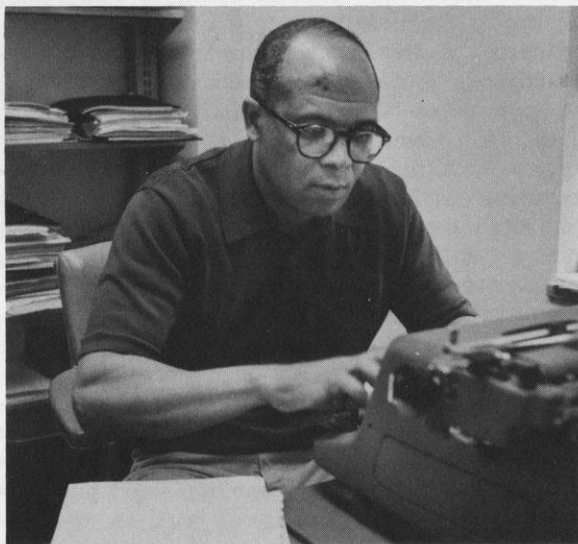
James E. Jones, Jr., joined the faculty of the Institute and the Law School in September 1969, coming to Wisconsin from Washington,

D.C., where he was the Associate Solicitor, Division of Labor Relations and Civil Rights, U.S. Department of Labor. In that position he was responsible for the Division's basic responsibilities in these two areas and was intimately involved in dispute problems arising from such federal laws as the Taft-Hartley Act and the Railway Labor Act.

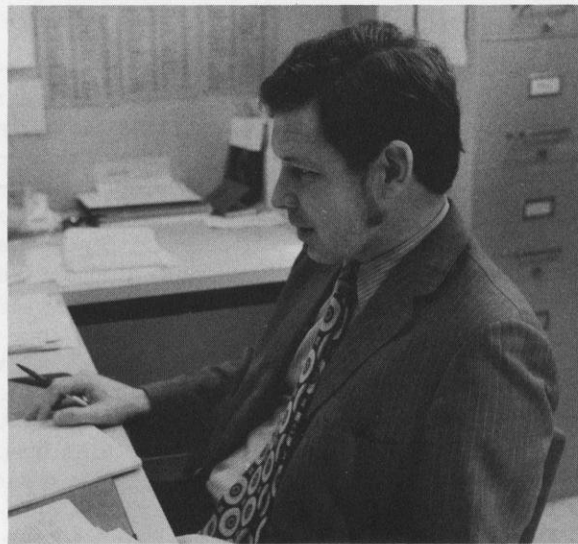
Among his activities on campus is that of conducting the experimental IR 300 course, Employment Problems of the Disadvantaged, described elsewhere in this report. Early in April 1970 he presented a paper entitled "Federal Contract Compliance: The Dawning of the Age of Enforcement" at the Sixth Annual Labor Relations Institute in Atlanta, Georgia. The paper was published in the spring issue of the Georgia University Law Review.

John E. Drotning will join the Institute faculty in January 1971 as a Visiting Professor and will teach IR 704, Research Methodology, and IR 620, Human Relations for Engineers, during the second semester. At present, he is a Professor of Industrial Relations and Organization at the State University of New York at Buffalo. He is also a member of the Labor Panel and Education Panel of the American Arbitration Association.

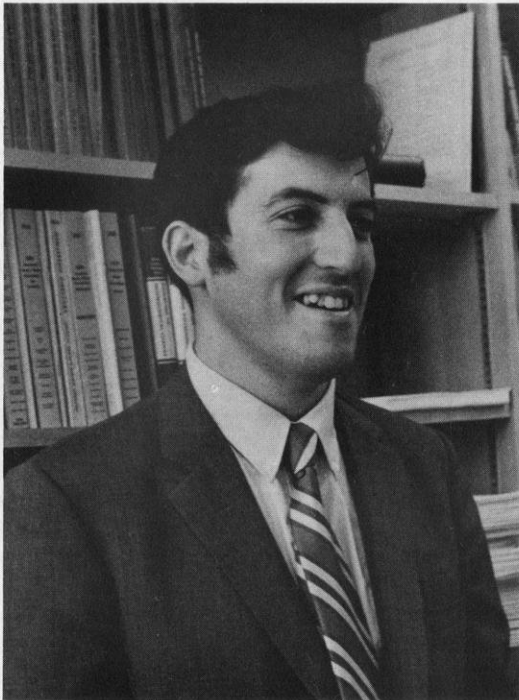
Professor Drotning is currently doing research sponsored by the Public Employment Relations Board of New York State on "Effectiveness of Mediation Fact-Finding in the Public Sector." He is also a principal investigator for a research project entitled "Jobs, Education, and Training: An Evaluation of a Program Combining On-the-



Professor James E. Jones, Jr.



Professor Thomas E. Skidmore



Professor Edward B. Krinsky

Job Training and Literacy Training for the Disadvantaged." The latter research is financed by a grant from the U. S. Department of Labor and the University of Chicago.

Edward B. Krinsky was appointed Assistant Dean of the College of Letters and Science and Visiting Assistant Professor in the Department of Economics and Industrial Relations in May 1970. Previously he was a labor mediator and arbitrator with the Wisconsin Employment Relations Commission, where he dealt with labor disputes in both private and public employment in Wisconsin and conducted investigations as part of the public employee fact-finding procedure. He also conducted representation hearings and drafted bargaining unit determinations for the Commission. He will be teaching Industrial Relations 620, Human Relations for Engineers in the fall semester of 1970.

Thomas E. Skidmore, Professor of History, is a new member of the Administrative Committee of the Center for Comparative International Labor Studies and the Research Committee of the Industrial Relations Research Institute. He came to the University of Wisconsin from Harvard University in 1966, where he was an Assistant Professor of History and executive secretary for the Committee on Latin American Studies.



Professor John E. Drotning

New Courses

IR 500 INDUSTRIAL RELATIONS AND ITS DEVELOPMENT

A new course which constructs an integrated framework within which management and labor interaction and public policy can be studied was offered by Jack Barbash during spring semester 1970. The origins, characteristics, and organization of modern enterprise as well as the relationship between the economy and industrial relations are examined.

IR 300 - EMPLOYMENT PROBLEMS OF THE DISADVANTAGED

An experimental course funded initially by the Department of Labor and aimed at providing an interdisciplinary approach to an understanding of the employment problems of the disadvantaged was offered by IRRI for the first time in the spring of 1969; it was offered for the second time this past spring.

The course is primarily for students who are or may be interested in careers in areas con-

cerned with employment problems of the disadvantaged. Among its objectives are to give such students some appreciation for the many aspects of the problem, to expose them to the writings and related research, and to provide opportunities to hear persons directly engaged in the field. The course is organized into three phases: Phase one is classroom instruction, which draws upon participating faculty from many disciplines, along with outside experts as guest lecturers. The second involves student field work, which requires employment in an agency or in an activity concerned with some aspect of the employment problems of the disadvantaged. The third phase occurs in the fall semester and involves the preparation, presentation, and critique of papers on the field work component. An additional three credits is given for the field work aspect of the course.

Visiting Speakers

Allan Flanders, Director of the Commission on Industrial Relations of the British Government, spoke on "Collective Bargaining Theory" at the IR Orientation Seminar. The Commission is coordinating efforts of British labor and management to reorganize their industrial relations practices and procedures. Professor Flanders was also a moving figure in a recent Royal Commission report on industrial relations.

Morris Weisz, Labor Adviser in the U. S. Embassy, New Delhi, India, was a guest of the Institute and spoke on "Unions and Politics in India."

Professor Philip Taft, an eminent trade union scholar and labor historian, discussed the current labor scene at an IR luncheon.

Steve Harris, IUD, who has participated in the IUD efforts to further coordinated bargaining and also is familiar with the dispute between G.E. and the various unions with which it bargains, spoke on this topic at an IR luncheon.

Dr. Rudolf Meidner of Stockholm was a guest lecturer speaking on "New Trends in Sweden's Unionism and Industrial Relations" and "Recent Changes in Swedish Manpower Policy." The latter lecture was delivered to Economics 956 class.

Dr. Charles Levinson, General Secretary of the International Union Federation of Chemical Workers and Factory Workers with headquarters in Geneva, visited the Madison campus to speak on "The Multi-National Corporation: Challenge and Threat to Trade Unions" and "Workers Par-

ticipation in Management: New Role for Labor."

Jerry Wurf, President, AFSCME, AFL-CIO, described the efforts of his union nationally to bring collective bargaining to public employees. He was a guest of the IR 777 class, Labor Management Relations in the Public Sector.

Arvid Anderson, Chairman of the Office of Collective Bargaining in New York City, described the operations of his office at a dinner meeting for IR 777, IRRI, and Wisconsin IRRA members. The following day he spoke to the class on compulsory arbitration of impasses arising in the negotiation of public employee labor agreements.

Two additional guests of IR 777 Seminar were James Mortier, Labor Negotiator, and Robert Garnier, Personnel Director of the City of Milwaukee. Messrs. Mortier and Garnier discussed the development of labor relations in Milwaukee with an emphasis on the problems arising from numerous small bargaining units.

Additional guests of the IR Orientation Seminar include Chet Niles, Director, Industrial Relations, Wehr Steel in Milwaukee; and Burt McNamara, Regional Director of the Steel Workers Union.

IR 300, Employment Problems of the Disadvantaged, hosted a variety of guest speakers under the direction of Professor James E. Jones, Jr. The guest speakers and topics of discussion were:

Dr. George Patton, OIC, Milwaukee
"Job Counseling for the Disadvantaged"

Daniel Mermin, Consultant
"Training for Supervisors of the Disadvantaged"

Gresham Smith, Deputy Associate Solicitor,
U. S. Dept. of Labor
"Contemporary Federal Machinery to Achieve
Equal Employment"

James O. Scales, Coordinator, WSES
"State Machinery for Dealing with Employment Discrimination"

Solomon Robinson, Urban Coalition
"Self-Help — The Urban Coalition Tenants
Unions and Related Activities"

S. Jim Silva, Special Assistant for Spanish-American Affairs, USDL
"Mexican-American Labor Problems"

Herbert Hill, National Labor Director, NAACP
"Black on White in the World of Work"

Ernest Green, National Director, Workers Defense League, New York City
"Self-Help Activities"

I.R.G.S.A.

IRGSA began the 1969 year with an active campaign to place student representatives on the Executive Committee and the Admissions Committee of the Institute. Students were already serving on all other Institute Committees. After considerable deliberation, centering mainly on the issue of confidentiality, it was agreed that student participation on these Committees would be desirable. A student member was added to the Admissions and Aid Committee, to participate in policy determination but not in the processing of student applications. Lee Dyer was chosen by IRGSA to fill this position for 1969-70. A non-voting student member was added to the Executive Committee to participate in its deliberations except for confidential personnel matters. IRGSA President Carl Schramm was appointed by IRGSA to fill this position for 1969-70.

Officers of IRGSA for the 1970-71 academic year are Ken Mericle, President; Thomas Kochan, Vice President; David Zimmerman, Secretary; and Dana Hesse, Treasurer.

News From The Center

The conference on Vocational Education and Training Under a Comprehensive Manpower Policy, the most recent in a series of conferences sponsored by The University of Wisconsin Center for Studies in Vocational and Technical Education with support from the Ford Foundation, was held May 13-14, 1970, on the UW Madison campus.

Papers and panel discussions focused on implications of the various proposals for a Manpower Training Act currently before the Congress—in particular, block grants, designation of prime sponsors, federal-state-local coordination, responsibility of the Employment Service, and the role of vocational education.

Conference participants included federal, state, and local government officials, union and management representatives, educators, and persons who have been concerned with the organization and administration of manpower training programs. They were welcomed by Dean Donald J. McCarty, UW School of Education.

Program for the conference was:

Introduction: "Background and Overview of a Comprehensive Manpower Policy"

Gerald G. Somers, Director of the Center

Panel Discussion: "Problems of Decentralization and Block Grants"

William B. Hewitt, U. S. Department of Labor

Lowell A. Burkett, Executive Director, American Vocational Association

Ernest Green, Workers Defense League

Sar A. Levitan, Center for Manpower Policy Studies

Luncheon Session: "An Evaluation of the New Manpower Legislation"

Chairman—Nelson Cummings, Executive Director, Madison Urban League

Speaker—William R. Bechtel, Staff Director, Senate Subcommittee on Employment, Manpower, and Poverty

Panel Discussion: "Problems and Prospects of a Coordinated Working Relationship"

Chairman—James E. Jones, Jr., UW Law School

Clarence Greiber, Director, Wisconsin Board of Vocational, Technical, and Adult Education

F. J. Walsh, Administrator, Wisconsin State Employment Service

Sydney Forbes, Analyst, Wisconsin Power and Light Company

Rupert N. Evans, Professor of Vocational and Technical Education, University of Illinois

Dinner Session: "The Manpower Programs and Different Views of Poverty"

Chairman—Harold W. Watts, Director, UW Institute for Research on Poverty

Speaker—Michael C. Barth, Economist, Office of Economic Opportunity

Paper: "Implications for Political Responsibility and Public Policy"

Chairman—James L. Stern, Director, IRRI

Speaker—William A. Steiger, Congressman from Wisconsin

Discussants—

David Rusk, Division of Program Development, U. S. Department of Labor
Garth Mangum, Human Resources Institute, University of Utah

Warren Roudebush, Manpower Assistant, U. S. Department of Health, Education, and Welfare

The Proceedings of the conference are in press and should be available from the Center Publications Office in November 1970.

Some Comments on the Political and Economic Limits of Health Insurance

Robert J. Lampman, Professor of Economics

My discussion is organized under the following headings. First, the health "industry" as part of the health-education-welfare complex of industries. Second, health intermediaries as part of what I choose to call "the American system of transfers." Third, the relation between the production ethics of suppliers and transfer ethics. And, finally, limits of insurance and other methods of transferring health services.

The Health Industry as Part of the HEW Complex

We can identify a set of closely related "industries" as the health, education, and welfare complex (HEW). I am not thinking now about the department in the federal government, but rather about the whole set of public and private suppliers of health services, education services and welfare services and provisions.¹ These three industries together are involved in the production or the transfer of about 15% of the gross national product of the country. This is a big part of what Victor Fuchs has referred to as "the service economy."² Services are distinct from the tangible goods that you can buy and store and eat.

In general, as economies become richer, a larger part of their resources is given over to the production of services. I find that my students generally think about production and other economic activity as largely concerned with hard things—buildings, automobiles, refrigerators—but they involve a small part of our effort these days. Well over half the people in the country now are concerned with producing services.

Incidentally, people are often surprised to learn that nowadays the leading occupation in the country, in terms of numbers of people, is that of teacher. There are more teachers than there are farmers. There are more teachers than there are employees in any particular manufacturing industry. This again points up the fact that we are a service economy to an increasing degree.

Accordingly the health industry, if we can think of it in that way, is one part of a growing service component in our national economy, and it would seem that all things point to a further



Professor Robert J. Lampman

growth in the proportion of services in our total economy.

In the areas of health, education, and welfare we have rather unusual questions that are not often found in the production of goods and are not found in the production of all the various types of services. These questions are often of great public import. They relate both to satisfying the consumer directly and to preserving the social interest in the outcome.

With education we want to make sure that everyone is educated to some degree of social proficiency. With health we are concerned with preserving the nation by avoiding epidemics and the terrible wastage that can occur through lack of preventive care. We are interested in how well the other person is served, not only in how well we are individually served. I am interested in good health for my neighbors because I want

to protect my own children. This is quite unlike our attitude toward many other industries. This explains our public intervention in the health field, in education, in welfare services, and transfers.

The health industry, a part of this HEW complex, is involved in the production of about 6% of our gross national product.³ According to some computations it is the third largest industry in the country. About three million people are involved directly and indirectly in the production of these health services. These people are doctors of medicine, dentists, optometrists, and workers in hospitals, as well as people who are concerned with the drug industry and other supplying industries.

In the health industry at the present time about \$50 billion changes hands each year, and the amount is increasing at the rather rapid rate of almost 10% per year. In 1967 less than one-half of these funds were provided directly by consumers, about one-fifth by private insurance intermediaries, and about one-third by government.⁴ The health care industry is more heavily socialized, more involved in direct government financing, than many other industries, but less so than is the case with education.

The health industry has some unique supply-and-demand characteristics. On the supply side we find a great variety of forms of organizations, which range all the way from a single practitioner who operates in a small office to huge governmental agencies operated as large corporations. I suppose you could call the Veterans Administration an example of a large corporation that supplies health services. In between are variations of collectivization of supply in the private sector, and historians point to the fact that medicine has been, is becoming, and will probably become in the future much more collectivized than it has been traditionally. All technological changes seem to point this way. It is more and more necessary for the supply to be centralized through a hospital or through some other arrangement for people to work together in great specialization.

Collectivization of supply is sometimes sponsored by groups of doctors and sometimes by groups of consumers, employers, or unions. By comparison with the automobile industry, for example, the health industry is an industry of small units, but still much more collectivized than it was at one time, and the trend seems to be quite clear.

On the demand side, demanders run all the way from the individual family over to the federal government; in between are various ways of collectivizing demand privately. One way that this

is done is by private purchase of insurance policies on an individual basis; the collectivizing then is done by the insurance company. Another way is for large numbers of union members or employees in a large corporation to channel their purchases through their designated bargaining agent. So there is collectivization on the demand side as well as on the supply side, and again the trend seems to be quite clear.

And, as we mentioned, the actual purchases now are made up in smallest part, less than half, by purchases made by the individual family out of its own pocketbook without an intermediary. The characteristic of the modern health industry that has to be added to a picture of simple supply and demand is the intermediary, the broker, the one who functions between the provider of the health service itself and the consumer of that health service.

Health Intermediaries as Part of the System of Transfers

Three general forms of intermediary are: voluntary insurance, government insurance which operates much like private insurance but still has the force of law, and government purchase of health care. This last is sometimes referred to as "socialized medicine," where the government owns the hospitals, hires the doctors directly, and is not strictly an intermediary but really is more properly thought of as part of the supplying mechanisms. Hence the intermediaries are of several types, and at one extreme they belong among the suppliers.

The health intermediaries are usefully thought of as part of a general "system of transfers" which we see developing in this country and in all other "welfare states" in the Western world. In the language of economics, there are two quite distinct notions of how goods are moved about. One, trade or exchange, is the familiar method of purchase that we all know. One delivers something of value in exchange for something else of value. Quite in contrast to exchange is the notion of transfer, where we have something akin to a gift, where one receives something without having given anything in direct exchange. Relief is a clear example of a transfer payment in which there is no quid pro quo; the transfer is an alternative to an exchange.

Transfers are now a big part of our economic system. Aside from transfers inside the primary family, they now amount to about 12% of the gross national product.⁵ I estimate that about \$132 billion worth of goods and services were transferred in 1967. About \$100 billion of that

was transferred through the public sector directly, and another \$32 billion or so was transferred through insurance, through various types of fringe benefits that employers establish, and via gifts from one family to another.

This large and rapidly growing part of our whole system is our substitute for what primitive tribes have in the way of kinship relation. In a self-subsisting kind of primitive economy we find that there are special arrangements for feeding the aged, for caring for children and the sick, and so on. It may very well be that 12% or more of their production is transferred also, but we have worked out more complicated methods of transferring across family and kinship lines, which reach all the way to the boundaries of the nation. Money and goods are collected in one corner of the country and redistributed to another. They are collected from one group of strangers and delivered to another, and that makes the process quite different in quality from the primitive family-transfer arrangements.

There have been great changes in our attitudes on this just in one lifetime. The most recent expression of such a change in attitude was the "war on poverty" which President Lyndon B. Johnson declared in 1964. In that year he suggested that we should undertake as a national goal to bring everybody in the country above some defined standard of living. I think the historic thing about his declaration was that for the first time poverty was said, at the level of the presidency, to be of national concern. Earlier, poverty had been thought of as essentially a state and local concern; before that as a matter for churches and private philanthropists; and before that a concern for families on their own.

In the transfer system health plays a big part. About \$35 billion out of the \$132 billion of transfers involve health; \$25 billion is transferred for health care; and about \$10 billion is transferred from income loss due to disability or illness. So that of the total of \$132 billion, more than one-third is devoted to our concern for health.

Three quite different ideas govern or help in setting policy about the American system of transfers.⁶ One of them is what I call the income-tax mentality, a second is the minimum income mentality, and the third is the social fault mentality. In the income-tax mentality we think about redistribution on some equitable basis, starting from a way of classifying people into income groups. We do not classify them simply in terms of gross income but in terms of a tax base adjusted for such things as family size and medical expense. We have rather re-

fined notions of putting people into similar groups and treating them similarly. And we believe that if two groups are dissimilar they should be treated in a dissimilar manner. Thus we have progressive tax rates built into the income tax. The idea is that after we have people classified properly and in order of rank we should treat one order differently from another. This notion of transferring by the income-tax mentality, or ethic, underlies proposals for negative-income taxation as well as medical expense deductions in the existing income tax.

A second transfer mentality that we can observe in practice is the minimum-income idea according to which we make certain that nobody falls below a certain level of living or a certain level of security. This notion underlies public assistance but is also found very generally in the health field. We think that nobody should fall below a certain standard of access to adequate health care.

This is quite different from the income-tax mentality. It says there is some minimum that we will not tolerate within the community; maybe it is within New York City or within the state of New York or within the state of Mississippi. But whatever the relevant unit is, we shall undertake to make sure that no one lives below a standard or experiences health needs greater than a certain amount without receiving some kind of transfer.

The income-tax mentality and the minimum-provision mentality often come into conflict. One question that arises is what the income-tax experts refer to as a "notch problem." If you undertake, let us say, to provide free health care to people below a certain level of income, but require one who has a dollar of income greater to pay for his health care out of his own pocket, you are reversing order in rank. You are leapfrogging the lower-income person over the somewhat higher income person by the provision of a free benefit. A similar kind of inequity arises whenever you provide service to fewer than all who are in an income class. This happens regularly in our transfers of goods and services.

The third mentality which is expressed in our transfer system is that of social fault. Under the law of torts, if a person is damaged, and if this happens through no fault of his own but through the malice of others, he is entitled to retribution or replacement of his loss. The doctrine of social fault evolved gradually out of tort law and came to include two concepts: that a person was to be paid and was to make payments; (1) on the basis of his ability to pay and (2) on the basis of his ability to prevent the ac-

cident involved. If a person suffers an accident in industrial employment under workmen's compensation he is to be recompensed for that loss at the expense of the employer and of the insurance company bound into the contract. This approach urges that we try not only to help persons but to help them in ways that distribute the burden in some way that is regarded as fair or of social importance. This underlies not only workmen's compensation but also unemployment compensation, old age and survivors' insurance and, to a certain extent, health insurance.

These three mentalities or ethics are very different from one another. It is interesting to see how they apply to the health field. Income-tax thinking, minimum-income or minimum guarantees of adequacy of service thinking, and social-fault thinking are all implicitly influential in consideration of new alternatives for health transfers, but it would help clarify them in explicit form when discussing alternatives.

The Production Ethic

Quite different from this transferring notion which economists have been working on recently is the old fashioned notion of the production ethic, where the main aim is to produce more services that people want in more efficient ways and to encourage constant improvement in the quality of care. It seems that in the health field one group has been thinking about transferring while another group has been thinking about production.

In a study in the state of Washington we interviewed about 1,000 families and 300 physicians.⁷ One of the things that impressed me at that time was that the consumers told us that the principal thing they liked about being involved in the King County Medical Service Corporation, a Blue Shield type of operation, was that they felt assurance of access to adequate care. It gave confidence and a feeling of security. However the doctors talked about the effects that the extended insurance exerted on quality of care. They were divided in their attitudes about whether it had improved the quality of care or in some way had led to deterioration in the quality of care. I was impressed at that time by how many young physicians thought that using health insurance of that sort was a good way to improve the quality of care because through it they could by various control mechanisms make sure that certain kinds of services were given only by certain kinds of qualified physicians. They saw progressive changes, not

so much in who was going to receive the care, but in the quality of the care itself.

So I thought of these physicians as production-oriented in most of their thinking. Their chief concern was the over-all quality of care. The transferring people, on the other hand, had been concerned with how they could give new groups access to care. They had been concerned with implementing one or another transfer ethic.

There have been many papers by economists on issues of transfer. But economists have had relatively little to say about the basic production problems in health care. And certainly very few of them have really tried to get inside the health industry and to understand the production problems in a way that some economists have tried to do for agricultural, manufacturing, and some other industries. In particular, they have not comprehended the effects that health insurance may have on the quality of care.

The Limits of Health Transfers

That brings me to the last question: What are the limits of transfers in the fields of health services? There are political limits to the development of an over-all transfer system, I suppose. Twenty years ago many people felt that we had reached some limits in using up resources for education and health and welfare, but whatever limits they saw at that time seem to have been passed. We are spending more money and a greater share of gross national product on all of these services. There does seem to be a dynamic here: as we become richer, as we become more urbanized, as our society becomes more technical, as we want more education, we want more health care, we want more and better access to welfare services, we want more provision of security for our old age, to which we have a little better reason to look forward than people once did. And we are willing to pay for these.

Accordingly it is not clear what the political limits are; those in any one decade may well appear to extend further in the next decade. The political limits are influenced by our ability to innovate, to think of new ways to finance these services. Kenneth Boulding, current president of the American Economic Association, says that the great crises of our time are in "the grants economy." (Grants are similar to what I have talked about here as transfers.)⁸ He thinks the key problem is appearing in education, and that until we can finance education more out of non-tax sources, we cannot go any farther with many other public projects.

Boulding's solution to some of this is to "privatize" more education, to make more health care public, and to develop new methods of financing some other services. Let me point out what social engineering has done for us in some of these areas. We have invented and carried further than any other country the whole notion of private life insurance. We have engineered workmen's compensation, unemployment compensation, and various types of contributory health insurance. There are still other ways by which we can imagine financing some of these services if we really put our minds to the problem. In the field of higher education, there is much talk these days about loans, special banks, and credit arrangements for students; perhaps there is something in this approach for the health field as well.

One of the political realities of the moment is that the states appear to have reached some kind of maximum rate of growth in their finances. The states are, almost without exception, in great crisis. There has been a recurrent pattern in the postwar period. In every other biennium the states run into great difficulty, and they find they must reduce expenditures or raise their tax rates. And various persons, including Governor Nelson A. Rockefeller of New York state, have talked about this as a fiscal crisis for the whole federal system, and have pointed to the need for some form of federal transfer to the states.

The federal government, many believe, must use some of its ability to raise revenue to help the states. So there are serious proposals now for unrestricted, untied grants from the federal government to the state governments. Until we resolve this issue, it is unlikely that the state and local governments will devise many new ways to increase the amount of money available for transfer through the health services industries. But this suggests that the private innovators should have a great opportunity and that the federal government can continue to do some innovative work.

The federal government is now, of course, financing a great part of its transfers through payroll taxes. The OASHDI program takes approximately 10% of wages on an expanded wage base. If we add payroll taxes for unemployment compensation and, in some states, workmen's compensation and, in some other states, temporary disability insurance, we run well above 10% of some wage earners' payrolls. Chairman Wilbur Mills of the Ways and Means Committee in Congress said a few years ago that 10% was an absolute maximum, and Medicare had to be fitted under a 10% tax rate. He left himself some room there, because another element in it is the tax

base; is it the first \$5,000, the first \$10,000, or the first \$25,000 of wages and salaries? We could move that, of course, and still stay within the 10%. But, taking account of the other payroll taxes, we are taxing for transfer on a highly regressive basis. This is an important political issue. It has led many people to say that if we are going to go any further with payroll taxation, we must do it without imposing any heavier tax burden on the lowest wage-earners.

One way to do that is to have a government contribution out of the income tax and a refund of taxes paid on a payroll basis to receivers of the very lowest incomes, say those in the poverty range.⁹ A family of four earning less than \$3,400, under some arrangements recently suggested, could be given a refund of social security taxes paid, the refund to be paid out of income tax revenues which are, of course, raised on a progressive rates schedule. It would be politically easier to expand Medicare to cover a larger part of the population by means of payroll taxation if we were to accompany it by some kind of refunding arrangement for taxpayers who earned the very lowest incomes.

Another limit on further transfers in the health field, one we are all becoming more conscious of, takes us back to the problems of production. Can health insurance, either public or private, deliver what it promises? When the typical contributor pays money for Medicare or for some other kind of health insurance, he thinks he is buying service. He has often found that he was not buying service; he was buying an unknown thing in terms of both quantity and quality. This has been apparent also from the point of view of the intermediaries. It is hard to be sure what one is buying for a future period with a certain amount of one's payroll, with a certain amount of government subsidy, or with a certain amount of insurance premium.

This is because production and prices, in this loosely organized industry—in which large numbers of small suppliers are involved in various sponsorship arrangements—are hard to predict. The suppliers are hard to discipline in terms of efficiency and quality. This has caused many people, certainly including myself, to have second thoughts about the future of the private health insurance industry and of compulsory health insurance.

As we increase the share of health services bought through intermediaries—and remember, this share is already more than half—we shall probably run into increasing problems of utilization, quality, and service responsiveness. The intermediaries are trying to deal with a set of

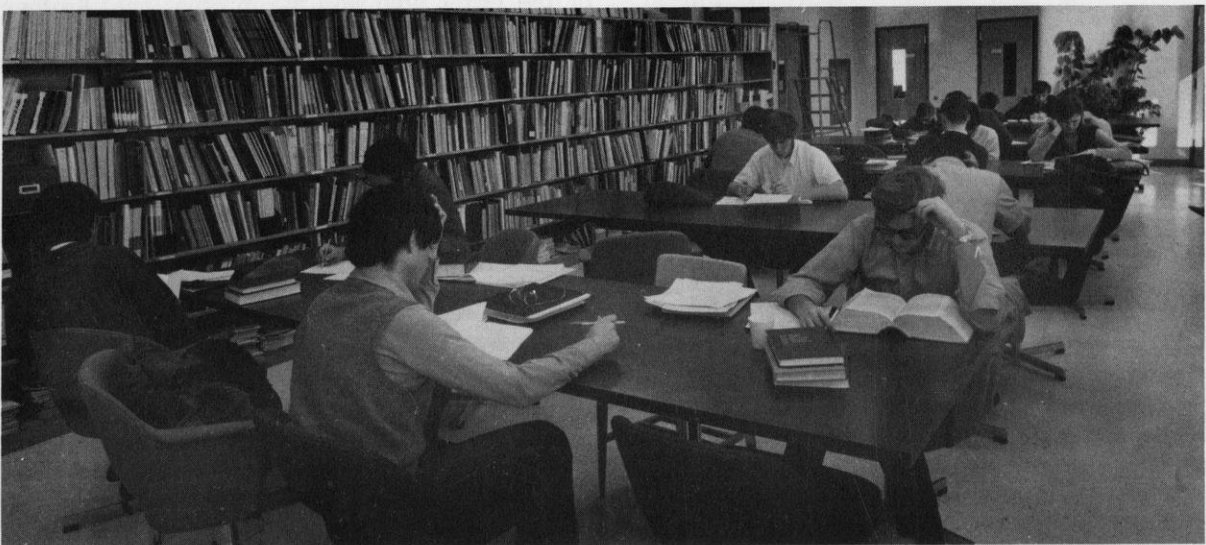
incoherently stated demands from an unorganized set of consumers as they relate to a group of suppliers who are highly professionalized and specialized and who operate within a set of institutions that they understand, I suspect, not very well, and the end result is that we are not sure that we are making progress either in terms of the production or transfer ethics. Before we decide to make a big leap forward with health insurance, we need to study further the production problems of health care, with special attention to incentives. Surely improvements can be made in providing incentives to economize in the use of scarce resources. Moreover, I believe we should undertake a broad review of the whole American system of transfers as related to health, and ask ourselves what possible increments to that system would produce the greatest payoff in terms of better health for more people. It could very well be that an additional \$5 billion of transfer outlay would produce a greater payoff if directed to an income supplement for the poor or to some similar proposal than to higher benefits for conventional health insurance. Or possibly that \$5 billion could be spent better to increase the supply of medical and paramedical personnel. If there is an alternative transfer that would have a higher payoff, then we are confronting a significant limit to the development of health insurance.

* Presented at a meeting of the Subcommittee on Social Policy for Health Care, of the Committee on Medicine in Society, February 27, 1969, and published in the Bulletin of the New York

Academy of Medicine, 45 (August, 1969), p. 738-49.

FOOTNOTES

1. See review article by R. J. Lampman, "Toward an Economics of Health, Education, and Welfare," Journal of Human Resources, 1 (1966), pp. 45-53.
2. V. R. Fuchs, The Service Economy (New York: Columbia University Press, 1968).
3. For a broad view of the significance of health expenditures see I. C. Merriam, A. M. Skolnik, and S. R. Dales, "Social Welfare Expenditures, 1967-68," Social Security Bulletin, 31 (1968), pp. 14-27.
4. Ibid. Also see D. P. Rice and B. S. Cooper, "National Health Expenditures, 1950-67," Social Security Bulletin, 32 (1969), pp. 3-20.
5. These estimates are developed by R. J. Lampman in "Transfer and Redistribution as Social Process" in Social Security in International Perspective, ed. Shirley Jenkins (New York: Columbia University Press, 1969).
6. Ibid.
7. G. A. Shipman, R. J. Lampman, and S. F. Miyamoto, Medical Service Corporations in the State of Washington (Cambridge: Harvard University Press, 1962).
8. K. Boulding, "The Many Failures of Success," Saturday Review (November 23, 1968), pp. 29 ff.
9. J. A. Pechman, H. Aaron, and M. Taussig, Social Security, Perspectives for Reform (Washington, D.C.: Brookings Institution, 1968).



John R. Commons Graduate Reference Room

Student Research and Dissertations

The following abstracts describe research in the areas of industrial relations and vocational education undertaken by students in partial fulfillment of the requirements for a Ph. D. or a Master's degree from the University of Wisconsin. Any questions regarding the studies should be directed to the individual researchers.

Neil Bucklew, "Employment Relations of Staff Employees in Institutions of Higher Education," Ph. D. Dissertation.

This research project is concerned with the broad area of employment relations of staff employees in institutions of higher education, with a major focus on the type of relationship characterized by the involvement of union-labor relations.

A central thesis of this research is that colleges and universities represent a unique environment and framework for employment relations. Another basic interest is to analyze the factors accounting for varied response patterns in the employment relations experiences of institutions of higher education. A final issue that is examined is standards for evaluating employment relations in colleges and universities.

The research design focused on the use of case studies. The major case study is an extensive analysis of four decades of employment relations at the University of Wisconsin. A comparative case study was made at the University of Michigan. Selected cases of five universities are made to investigate variations in environments and responses characterizing employment relations.

Staff employment relations in institutions of higher education are in the midst of dynamic change as new relationships are developing at an unprecedented rate. This project attempts to explore and analyze this process.

Karl Magnusen, "Technology and Organizational Differentiation: A Field Study of Manufacturing Corporations," Ph. D. Dissertation.

The research sought empirical evidence to evaluate a technological theory of organization proffered by Charles Perrow.

The research supported the utility of a technological perspective from which to study and

compare organizations but revealed two significant deficiencies in the conceptual framework. First, no distinction was made between organizations under relatively stable conditions and those under conditions of rapid growth or technological change. Second, while it was anticipated that different functional groups within firms would vary in technology, it was not expected that the between-unit variation of such groups would be as large as the data indicated.

These differences imply that attention to the consequences of diverse technologies within firms should be at least as important as fitting the overall structure of a company to its overall technology. Technological differentiation at either the subunit or organizational level also supports a contingency approach to the choice of management techniques involving such topics as manpower selection, payment systems, control methods, and conflict management.

Keith Voelker, "The History of the International Brotherhood of Pulp, Sulphite, and Paper Mill Workers from 1906 to 1929: A Case Study of Industrial Unionism Before the Great Depression," Ph. D. Dissertation.

Prior to the 1929 depression the American labor movement was dominated by craft unions, and very few industrial unions for workers in mass production industries existed. One union of the latter type was the International Brotherhood of Pulp, Sulphite, and Paper Mill Workers which primarily represented unskilled workers in the pulp and paper industry. The purpose of this study is twofold. One is to present a case history of this union at a time when industrial unionism was not a generally accepted method of union organization and common labor did not have the benefit of government protection of collective bargaining. The second is to test some of the hypotheses of Selig Perlman's theory of the labor movement. In this connection, two specific questions were investigated: (1) What role does leadership play in the development of the union movement? (2) Would an industrial union become class-conscious or job-conscious? The development of the union demonstrated that Perlman's theory applied to industrial unions as well as to craft unions. Industrial unionism was no more revolutionary than the craft unionism, and thus it was an early demonstration that

the CIO movement would fit into Perlman's scheme.

Thomas Barocci, "Curriculum Initiation in Wisconsin Vocational and Technical Schools," Master's Thesis.

Rapid changes in the labor force require vocational educators to re-examine the techniques and procedures employed in the initiation of new training programs. The present and past processes of curriculum initiation were examined and their effectiveness evaluated. Special emphasis was given to the use of labor market information in the program initiation processes. The study demonstrates the need for better labor market information and a new method of dispensing the information to facilitate its use by vocational educators.

Rev. William J. Dawson, "The Textile Labor Association, Ahmedabad," Master's Thesis.

In this case study of the Textile Labor Association, Ahmedabad, India, made during the summer of 1968, emphasis was on a detailed description and analysis of recent developments and day-to-day operations in this well known Indian union. The intention of the research was to contribute some relevant parts to a mosaic of information on examples of successful and autonomous trade unions in developing countries.

Horace Harris, "An Experiment in Laboratory Technician Training," Master's Thesis.

This thesis is an effectiveness study of an experimental training program run during the summer of 1968, and designed to provide training which would expand the number of people available for employment as technicians. The twelve-week program combined formal classroom instruction with on-the-job experience for the trainees in the actual jobs for which they were being trained to take at the end of the summer. The continued demand for technicians along with the cost and uncertainty of securing them through the normal recruitment process are probably important reasons for the establishment of such a program. The results of such programs have been to increase the credibility of the company in the community as well as to enable the company to secure badly needed technicians.

Kay Hutchison, "Municipal Police Employee Organizations: A Study in Functional Unionism," Master's Thesis.

In this attempt to describe the previous and current nature and activities of police employee organizations, no pretense of complete, nationwide coverage of historic police employee organizations is made. Thus, specific events and organization activities are cited only as indications of general trends in police employee organization. Research conducted during the summer of 1968 provides new insights into the current form of police employee organization by considering specific activities recently embarked upon by such groups.

Robert Masternak, "An Examination of Some of the Consequences that Fire-Police Salary Disparity Has upon Firefighters in Several Wisconsin Cities," Master's Thesis.

This study attempts to reveal some of the attitudes of firefighters concerning their jobs and the consequences of fire-police pay disparity. The chief concern was with the practical implications of disparity for firefighters and their communities rather than with the merits of a parity or disparity pay policy. Adams' equity theory, related research, and five field studies are discussed in order to give further insight into the situation.



Librarian Sue Reilly with Tom Kochan who received one of the initial grants from the Center for Unions and Collective Bargaining.

Carl J. Schramm, "The Effect of the American Association of University Professors on Academic Salaries since 1958," Master's Thesis.

This research is an assessment of the recent concerted efforts of college professors, who have traditionally had neither a strong union nor a vigorous professional association working on their behalf, to improve their relative income position. An examination is made of the effect of the efforts of the American Association of University Professors at raising salaries since 1958. It was concluded that the Association retarded the salary aspirations of its members and many other non-member professors who use the scales by not raising the scales to meet market pressures. Projections indicated there will be less pressure for higher salaries from market forces.

Ari Uchida, "The Japanese Labor Market: An Empirical Study of the Iron and Steel Workers," Master's Thesis.

Three companies of different sizes and the workers in each were surveyed, with concentration on the wage determination systems. Major conclusions are that the wage structure corresponds completely to the industrial structure and that length of service and age are the two most significant factors which determine the amount of an individual's wages.

Harding Van Schaack, "Comparison of Equity and Goal Setting Theories: A Proposed Research Design and Pilot Study," Master's Thesis.

The purpose of this dissertation is to design a study which compares Adams' equity theory and Ryan's goal setting theory in order to predict behavior on a laboratory task. The major hypothesis is that performance goals would affect behavior regardless of equity conditions, and equity conditions would affect behavior only in the absence of performance goals. The proposed design required the gathering of information which is unavailable in either the equity or the goal-setting research, and thus a pretest was conducted to collect the data.

Michael Van den Bogaert, S. J., Trade Unionism in Indian Ports, A Case Study at Calcutta and Bombay.

A thoroughly reworked version of Father Van den Bogaert's thesis was published earlier this year by the Shri Ram Centre for Industrial Relations, New Delhi. According to the author, "The original thesis was rather bulky, 425 pages; the present book is only 196 pages, including the appendices, index, etc. It's therefore quite readable." Everett M. Kassalow wrote the introduction. The book is available from the Shri Ram Centre, 5 Pusa Road, New Delhi.

Father Van den Bogaert is Director of the Xavier Institute of Social Research, Bihar, India.

Faculty News and Research

Jack Barbash, Economics...

Is completing the manuscript of his study "Union Involvement in National Economics and Manpower Policy in Western Europe," funded by a USDL Manpower Administration grant. A trip to Western Europe in the summer of 1969 in connection with this study was reported at the first IR luncheon in the fall. Mr. Barbash has also completed a study under a Poverty Research Institute grant entitled Trade Unionism and Social Justice in the Case of the Negro Workers. He has completed articles on W. D. Haywood, William Green, and Samuel Gompers for Encyclopedia Americana.

Leonard Berkowitz, Psychology...

Is on leave at Stanford University during 1970-71. He is doing research at the Center for Advanced Study in Behavioral Sciences.

Glen Cain, Economics...

Has been continuing his work on the effects of income maintenance programs on family size and composition. He is preparing an evaluation of the Family Assistance Act proposed by President Nixon. He is on leave at Princeton for the 1970-71 academic year doing economic research on demographic problems, mainly the economic analysis of fertility. He is also continuing his

study of the economic analysis of the market for engineers and scientists.

Scott M. Cutlip, Journalism...

Has a study in progress with the British Government's Public Information System. In December 1969 he spent two weeks in India lecturing at the government's Indian Institute of Mass Communication and speaking with various business groups in Bombay, Calcutta, and Madras.

Andre Delbecq, Business...

Has in the past year been involved in a number of studies of program planning and administration. The HEW Office of Education funded a three-week program in the summer to study educational administration. Wisconsin State Employment Service funded a study of the administration of federal employment programs for the culturally disadvantaged. HEW, Western Region, funded a study of the administration in Comprehensive Health Planning Programs. As a result of this grant, he conducted a three-day conference in Las Vegas for all Comprehensive Health Planning officials in the Western states in December 1969. He also studied Problem Identification and Program Planning in Office of Economic Opportunity agencies. A study of Matrix Organization in Higher Education underwritten by WARF is also being conducted.

Allan C. Filley, Business...

In a study entitled "Premises of Utopian Organization," is reviewing the form, structure, and values of Utopian and quasi-Utopian organizations to determine characteristics of organizations which would maximize human potential while retaining productive efficiency. With Andre Delbecq he is continuing research entitled "Matrix Organization: A Study of Non-Bureaucratic Management." In another study he is coding and punching responses from 300 questionnaires completed by presidents of small manufacturing firms describing the growth history of their firms. He has been appointed senior adviser for a paperback book series on management application to be published by Scott, Foresman & Co.

William Glade, Economics and Business...

Is on leave at the University of Texas at Austin for 1970-71. He is teaching in the Department of Economics.

Robert J. Lampman, Economics...

Is continuing studies of experience with the negative income tax and other welfare measures and studies of medical and related health programs. He is working on a monograph on poverty and has given numerous lectures and seminar papers on poverty, demography, hunger, public assistance, and related topics. During the summer 1970 he did research and taught at the University of Gadjah Mada in Indonesia.

Solomon B. Levine, Economics and Business...

Is pursuing his interest in the Japanese scene. He has completed and published a study of "Youth Employment and Wages in Japan" with Gerald Somers, for the U.S. Bureau of Labor Statistics. He is preparing a monograph on Human Resources Development in Japanese Industry with H. Kawada. A study of "Public Policy and Labor Relations in Post-War Japan," is to be published by M.I.T. Press. He is a member of the Joint Committee on Japanese Studies, SSRC-ACLS, and continues as overseas counselor for the Institute of Management and Labor Studies, Keio University, Tokyo, a position which he has occupied since 1959.

Richard U. Miller, IRRI and Business...

Gathered data on urban-industrial labor markets in developing countries during a trip to Chile and Mexico in the summer of 1969. He spent two weeks in Mexico in June 1970 to continue the same study. He also attended the Second World Congress of the International Industrial Relations Association in Geneva September 1-4, 1970, to present a paper entitled "The Relevance of Surplus Labor Theory to the Labor Markets of Latin America."

Raymond Munts, Social Work...

Is continuing his research interest in several areas of social insurance. One study is on the economics of National Health Insurance. He is working on a study of the factors influencing the development of social insurance and another on the policy issues in social security. Lastly, he is investigating work tests and income maintenance.

Gerald Nadler, Industrial Engineering...

Is working on several projects involved with measurement techniques and the application of the IDEALS concept. With various faculty, students, and hospital staff members, he is engaged

in work such as an interdisciplinary project measuring the quality of hospital patient care. A temporal planning research project is directed toward the development of a technique for planning systems in a scholastic, partially uncontrolled environment. Another project applies the IDEALS concept to various phases of the materials management system for the old and new University of Wisconsin medical centers. In the spring he presented the IDEALS concept throughout Europe during a three-week trip, with major stops in England, Germany, and Belgium.

Robert Ozanne, Economics...

Is investigating the experience of the Negro in the industries of agriculture and construction machinery. He is working on the history of industrial relations in the Wisconsin Pulp and Paper Industry. He is also conducting an input-output study of American medical schools. A fourth study concerns profit sharing in Mexico.

Philip A. Perrone, Counseling and Guidance...

Is pursuing a two-year program in Racine to establish a vocational development curriculum in junior high schools through the current curriculum. Forthcoming as a monograph from the American Personnel and Guidance Association is a state-wide evaluation of counselor behavior. Another monograph forthcoming is an evaluation of five years of funded pupil services in C. E. S. A. 13.

Morton Rothstein, History...

Is conducting two studies in the area of American economic history, one regarding the "Cotton Trade of the Ante-Bellum South," and the other entitled "The Natchez Planter—Entrepreneurial Elite."

Gerald Somers, Economics...

Has completed with Ernst Stromsdorfer a Cost-Effectiveness Evaluation of the In-School and Summer Neighborhood Youth Corps. It is based on a national sample of 60 projects and was done under a grant from the USDL, Manpower Administration. In June 1970 he travelled in Indonesia, Australia, and New Zealand in connection with a Comparative Labor Market Research project. He also attended the Second World Congress of the International Industrial Relations Association in Geneva, September 1-4, 1970, to chair a session, deliver a paper, and serve as a member of the Executive Committee.

James Stern, IRRI and Economics...

Is completing his work in evaluating post-shutdown earnings patterns of workers involved in a plant closure. He will be undertaking a comprehensive review and analysis of research findings in the field of collective bargaining during the past decade. The end product is to be a manuscript "Collective Bargaining Trends and Patterns," to be published as part of the 1971 national IRRA research volume.

Donald J. Treiman, Sociology...

Is continuing his research project, described in the February 1969 IRRI Report, entitled "Societal Development and Social Mobility: Across-National Comparison of Systems of Social Stratification." In press or submitted for publication are three papers on occupational prestige. One, entitled "Occupational Prestige and Social Structure: A Comparative Analysis," is a monograph, which represents a substantial expansion of his dissertation, with Tom Lux and Robert W. Hodge. The second is entitled "Rural-Urban Differences in Occupational Prestige Evaluation in Thailand." The third, with John Poster, Peter Pineo, and Robert W. Hodge, is "A Comparison of Occupational Prestige in the U. S. and Canada." He is analyzing data with Andre Zweig for a study entitled "Social Structural Determinants of Bilingualism in Mexico," and he has agreed to edit a Handbook of Comparative Societal Analysis for Markham.

Vivian Wood, Social Work...

Is studying value differences in three-generation families. She is also writing a textbook with Allen Pincus, also in Social Work, for introductory social gerontology courses.

Recent Faculty Publications

Jack Barbash, Economics

"Law Tactics and Approach to Bargaining." Agricultural Bargaining Resource Report, University Extension, University of Wisconsin, 1969.

Glen Cain, Economics

"Problems in Making Policy Inferences from the Coleman Report," with H. Watts. American Sociological Review (April 1970).

Scott M. Cutlip, Journalism

Effective Public Relations. The 4th edition to be published in January 1971, will include a new chapter on Trade Associations and Labor Unions.

Andre Delbecq, Business

Matrix Organization, a Conceptual Guide to Organization Variation, with F. A. Shull, A. C. Filley, and A. J. Grimes. Wisconsin Business Papers No. 2. Madison: Bureau of Business Research and Service, University of Wisconsin, 1969.

"Alternative Strategies of Organizational Design: A Taxonomy of Micro-Organizational Variation." Midwest Business Administration Association Proceedings (April 1969).

"Career Strategies of Task Specialists," with E. S. Elfner.

Southwestern (April 1970), Proceedings of the Midwest Academy of Management.

Murray Edelman, Political Science

"Escalation and Ritualization of Political Conflict." American Behavioral Scientist (November/December 1969).

"Presidential Assassinations: Their Meaning and Impact on American Society," with Rita J. Simon. Ethics (April 1969).

Alan C. Filley, Business

Managerial Process and Organizational Behavior, with R. J. House. Glenview, Ill.: Scott, Foresman & Co., 1969.

"Consideration as a Moderator of the Relationship Between Initiating Structure and the Satisfaction of R & D Personnel," with R. J. House and S. Kerr. Proceedings of the Midwest Division, Academy of Management, East Lansing, Mich., April 1970.

"Today's College Graduate and Small Business." Management of Personnel Quarterly (Winter 1969).

David B. Johnson, Economics

"Why and How Workers Shift from Blue-Collar to White-Collar Jobs," with J. L. Stern. Monthly Labor Review (October 1969).

Everett Kassalow, Economics

Trade Unions and Industrial Relations: An International Comparison. New York: Random House, 1969.

Robert J. Lampman, Economics

"Nixon's Choices on Cash for the Poor." The Milwaukee Journal (May 18, 1969). To be reprinted in Paul Samuelson's book of readings. An expanded version of this paper is available as Discussion Paper 57-69, Insti-

tute for Research on Poverty, University of Wisconsin.

"Some Comments on the Political and Economic Limits of Health Insurance." Bulletin of the New York Academy of Medicine (August 1969).

"Transfer Approaches to Distribution Policy." Proceedings of the American Economic Association (May 1970).

Solomon B. Levine, Economics and Business

"Japan." In Teacher Unions and Associations: A Comparative Study, edited by Albert D. Blum. Urbana: University of Illinois Press, 1969.

"Labor" under "Japan." The Encyclopedia America (1969).

Richard U. Miller, IRRI and Business

"Organized Labor and Politics in Canada." In Canadian Labour in Transition, edited by R. U. Miller and F. Isbester. To be published by Prentice-Hall in January 1971.

Raymond Munts, Social Work

"Partial Benefit Schedules in Unemployment Insurance: Their Effect on Work Incentive." Journal of Human Resources (Spring 1970).

Gerald Nadler, Industrial Engineering

"Operator Performance Studies: III—Dimensional Equations for the Hand Motion Path," with A. Kuttan. AIIE Transactions (September 1969).

"A Universal Approach to Complex System Design." In The Engineering Manager: Survival in the Seventies. Proceedings, Joint Management Conference, October 9-10, 1969, Montreal. Engineering Institute of Canada, 1970.

Work Design: A Systems Concept. Homewood, Ill.: Richard D. Irwin, Inc., 1970.

Robert Ozanne, Economics

Wages in Practice and Theory, McCormick and International Harvester 1860-1960. Madison: University of Wisconsin Press, 1968.

A Century of Labor Management Relations at McCormick and International Harvester. Madison: University of Wisconsin Press, 1967.

Philip A. Perrone, Counseling and Guidance

Guidance and the Emerging Adolescent. Scranton, Pa.: International Textbook Co., 1970.

Charles Perrow, Sociology

"Departmental Power and Perspective in Industrial Firms." In Power in Organizations, edited by Mayer Zald. Nashville, Tenn.: Vanderbilt University Press, 1970.

Organizational Analysis: A Sociological View. New York: Wadsworth Publishing Co., 1970.

Morton Rothstein, History

"The Antebellum South as a Dual Economy." Agricultural History (October 1967).

"Quantification in Economic History." In The State of American History. Chicago: Quadrangle Press, 1970.

"The Cotton Frontier of the Antebellum South: A Methodological Battleground." Agricultural History (April 1970).

"The American West and Foreign Markets, 1850-1900." In The Developing Frontier, edited by D. M. Ellis et al. Ithaca: Cornell University Press, 1969.

David Schreiber, Business and Health Facilities Administration

"Incentives: Are They Relevant, Obsolete, or Misunderstood?" with S. Sloan. Personnel Administration (January/February 1970).

"What We Need to Know About Management by Objectives." Personnel Journal (March 1970).

"How the First Line Supervisor Views His Role in Management." Manage (1970).

Donald P. Schwab, Business

"Why Interview?" Personnel Journal (1969).

"Aggregate and Individual Predictability of the Two-Factor Theory of Job Satisfaction," with H. C. Heneman III. Personnel Psychology (1970).

"Employee Performance and Satisfaction with Work Roles: A Review and Interpretation of Theory," with L. L. Cummings. Industrial Relations (1970).

Gerald G. Somers, Economics

Co-editor and co-author, Cost-Benefit Analysis of Manpower Policies, Proceedings of a North American Conference, with W. D. Wood. Madison: Center for Studies in Vocational and Technical Education, University of Wisconsin, and Kingston: Industrial Relations Centre, Queen's University, 1969.

Editor, Arbitration and Social Change, with Barbara D. Dennis. Washington: Bureau of National Affairs, Inc., 1970.

James L. Stern, IRRI and Economics

"Alternative Dispute Settlement Procedures." Wisconsin Law Review (1968).

George B. Strother, Vice Chancellor, University Extension

"Creativity in the Organization." Journal of Cooperative Extension (Spring 1969).

"Extension Courses for Continuing Education," with K. F. Wendt and J. P. Lus. Encyclopedia of Education (1970).

"Making the University Accessible," with D. L. Jensen. Journal of Cooperative Extension (Winter 1969).

"A Critical Incident Evaluation of Supervisory

Training," with P. D. Couch. Training and Development Journal (1969).

Vivian Wood, Social Work

"The American Retirement Community: Bane or Blessing?" with G. L. Bultena. Journal of Gerontology (April 1969).

"Normative Attitudes Toward the Aged Role Among Migrant and Nonmigrant Retirees," with G. L. Bultena. The Gerontologist (Fall 1969).

"An Analysis of a Short Self-Report Measure of Life Satisfaction: Correlation with Rate Judgments," with M. L. Wylie and B. Sheafor. Journal of Gerontology (October 1969).

Additions to the Reprint Series

George Hagglund

"Why Industrial Engineers are Needed in Agriculture," Industrial Engineering (April 1969). Reprint No. 112.

Piece rates are a traditional part of the agricultural scene, but industrial engineers and their techniques for measuring work scientifically are conspicuously absent. Today minimum wage laws, campaigns by various labor unions to organize field workers for improved wages and working conditions, and attempts to make the harvesting process more efficient are all creating a larger role for systematic work measurement. Professor Hagglund discussed developments that indicate some concerns of industrial engineers; the problems involved in setting agricultural piece rates and studying worker productivity; and the efforts in California which is the only state in which measurement techniques are being applied to any extent in agriculture.

Robert J. Lampman

"Some Interactions Between Economic Growth and Population Change in the Philippines," and "The Sources of Post-War Economic Growth in the Philippines," The Philippine Economic Journal (1967). Reprint No. 113.

These two papers were written when the author was Visiting Professor of Economics at the University of The Philippines. In the first paper

Professor Lampman seeks to answer regarding the Philippine economy: (1) What is the economic cost of the post-war acceleration of population growth, and what economic benefit would accrue from a gradual return to a lower rate of population growth? (2) Given the present rate of population growth, what costs must be paid to accelerate the rate of economic growth?

In the second paper Professor Lampman estimates what portion of the recent growth of national product in the Philippines has arisen from increases in factor inputs, and what part has come about because of increase in productivity. He estimates the shares of national income going to labor, land, and capital and the average annual rate of increase in these. The productivity gain is estimated as a residual. The conclusion reached is that no single change in policy or practice, but rather sustained and widespread efforts to increase the quantity and quality of inputs will result in a faster pace of economic progress.

Robert J. Lampman

"The Investment of Social Security Reserves and Development Problems: The Philippines as a Case History," Reprinted from The Role of Social Security in Economic Development, Research Report No. 27, Social Security Administration. Reprint No. 114.

Professor Lampman discusses some of the determinants of the current Philippine level of income and the sources of economic growth over the years. Noting that the accumulated assets of social security agencies in the Philippines are impressive, Professor Lampman discusses the scope of government finance, the current investment of social insurance reserves, and several alternative policies for the investment of these reserves. He concludes that more careful targeting of those reserves could be a key part of an intensive effort to continue and to improve upon the Philippines record of economic progress.

Gerald G. Somers

"Data Needs for Monitoring and Evaluating Manpower Programs," Proceedings of the 21st Annual Winter Meeting of the Industrial Relations Research Association, pages 97-104. Reprint No. 115.

Accurate cost/benefit evaluation of manpower programs is important for rational evaluation and planning of manpower policies. However, the existing data which form the base for such eval-

uations are generally of poor quality, being either inaccurate or incomplete. Mr. Somers distinguishes between the basic levels of investigation, the types of data needed for each, and why in the past these data have been of low quality and relevance. He suggests ways in which existing data could be utilized more imaginatively, and more importantly, methods of acquiring new data of higher quality and greater relevance.

Everett M. Kassalow

"Public Employee Bargaining in Europe: What Lessons for the United States?" Proceedings of the 21st Annual Winter Meeting of the Industrial Relations Research Association, pages 48-58. Reprint No. 116.

Unionism and collective bargaining in the public sector have a longer and more extensive history in Western Europe than in the United States. Professor Kassalow suggests that public managers and union leaders in the U.S. can profit from a study of this European experience. He outlines the evolution and distribution of public sector bargaining in Europe and illustrates the adaptation to the varying conditions of different nations. The European experience, although not directly importable, illustrates that there are several promising alternatives for public sector bargaining in the United States that could be more productive for both sides than the usual strike/no strike approach prevalent in this country.

W. Lee Hansen and Burton A. Weisbrod

"The Distribution of Costs and Direct Benefits of Public Higher Education: The Case of California," Journal of Human Resources (Spring 1969). Reprint No. 117.

This paper explores the general nature of income redistribution effects of the financing of public higher education in California. The amount of available subsidy (full costs less student charges) varies dramatically among the three higher education systems—University, State College, and Junior College. Since eligibility for the higher-subsidiary institutions is positively related to family income level, and since actual attendance among those eligible increases as family income rises, the result is that the distribution of subsidies actually favors upper income families.

These subsidies are then compared with total state and local taxes paid. The results show

that families with children enrolled in public higher education receive positive net transfers (subsidy less taxes paid) and that these net transfers are an increasing fraction of average family money income.

Gerald G. Somers

"Bargaining Power and Industrial Relations Theory," Essays in Industrial Relations Theory (1969). Reprint No. 118.

This essay on industrial relations theory is prompted by the theoretical hypothesis that the survival of industrial relations as a separate discipline and its growth as a respectable field of study require a broad conceptual framework serving to integrate the disparate strands of thinking and research now roughly juxtaposed under the banner "industrial relations." After showing how existing partial theories fail to meet all the needs of modern IR research methodology, Mr. Somers suggests that a starting point would be to focus on the worker as the central figure of industrial relations. He discusses the theory of exchange as an integrating theme and its relationship to the concept of bargaining power, and gives a general model of the theory at work.

Jack Barbash

"Rationalization in the American Union," Essays in Industrial Relations Theory (1969). Reprint No. 119.

Mr. Barbash examines the evolution of the union's security response from protest movement to rationalized organization. He defines rationalization as the making of union decisions through rules, organization, and expertise rather than through trial by struggle, ideology, and hit-or-miss.

The first part of the essay is organized around the three major union functions: collective bargaining, union government and administration, and political-legislative activity. Next is discussed the limitation, costs, and conditions of rationalization and the settings in which rationalization is more likely to occur. Also discussed is the relationship of the political factors of ideology, democracy, and the military to rationalization. Taking a comparative view, Mr. Barbash suggests that rationalization is best understood as part of the setting of a complex collective bargaining system functioning in a modern economy. He concludes that the one lesson of our times is that businesslike behavior is in-

dispensable to all large-scale organizations, including unions.

Murray Edelman

"The Conservative Political Consequences of Labor Conflict," Essays in Industrial Relations Theory (1969). Reprint No. 120.

This essay approaches the developing realization in IR theory that the major groupings on the industrial relations scene—government, business, and unions—together form a symbiotic system. Begun here is a specification of the nature of this system, in terms of the process and substance of the benefits and functions exchanged.

It is argued that business, labor, and government are components of a single system whose functions are to ensure a continuing demand for production and a continuing flow of public contracts and to arrange a mutual exchange of economic and political benefits. There is a striking sharing of values among political, industrial, and union leaders. There is less evidence that collective bargaining significantly sets economic trends, than that it functions mainly as a ritualistic method for legitimizing, the status quo for all parties.

Stanley Sloan and Alton C. Johnson

"Performance Appraisal: Where Are We Headed?" The Personnel Administrator (September-October 1969). Reprint No. 121.

In recent years much of the literature in personnel administration has focused upon performance appraisal and evolution. Although considerable attention has been devoted to description and explanation of performance appraisal, the lack of prediction is conspicuous by its absence. In this article, the authors summarize the implication of recent research findings in terms of what personnel administrators can expect in the future and cite research references which may help personnel administrators to improve their methods of evaluating employee performance in their organizations. In conclusion, the authors suggest that the future will brighten for the success of predictive employee appraisal as research and experimentation continue in this area.



New IRGSA Officers: Dave Zimmerman, Dana Hesse, Ken Mericle, Tom Kochan

Raymond Munts

"The New Realities of Unemployment Insurance: Objectives for Today's Economy," Manpower (August 1969). Reprint No. 122.

Jobless payments serve several general purposes. They contribute to national economic objectives such as stability and aggregate growth and are a factor in dealing with structural problems in labor supply and use. They are a source of income; and, by assigning social costs to unemployment, the program redistributes income.

How unemployment insurance serves these purposes alters as the nation's economic picture and objectives change. The challenge of the 1970's is to update and reshape unemployment insurance to reassert its position as the primary system of income maintenance for workers who become unemployed. Related objectives may be assigned to new income maintenance programs which could affect the form of unemployment insurance but not its basic mission.

Stanley Sloan

"Democracy in a Public Employee Union," Public Personnel Review (October 1969). Reprint No. 123.

This report, the first phase of a research project conducted in a publicly owned Wisconsin

hospital, is designed to explore the degree of "industrial democracy" which exists within the hospital.

The general purpose is to identify and investigate the attitudes of hospital union members, and of non-union employees, toward the union. In practical terms, the management and union representatives of the hospital desired this information as a basis upon which to: (1) improve labor-management relations; (2) identify the union members' perception of the degree of democracy within the union, in order to improve functioning of the union; and (3) identify the reasons why non-union employees have not joined the union, in order to improve the union's appeal to eligible employees.

David Chaplin

"Blue-Collar Workers in Peru," International Journal of Comparative Sociology (March and June 1969). Reprint No. 124

Political factors have been more important than the market in structuring Peru's small factory labor force. The result is a privileged proletarian elite facing a saturated labor market and a stagnant source of employment. Structurally this stagnation has resulted in a "premature" foreclosure of industrial employment opportunities for women, which may help explain

Peru's persistently high fertility. The extremely low turnover of Peru's factory workers is also clearly related to the absence of alternative opportunities and to their favored status.

These blue-collar workers are thus not only unlike their counterparts in currently developed countries, but are also not recapitulating Western development. They represent a new mixture of the latest machinery and social legislation with a political regime barely able to cope with even the current requirements of successful development.

James L. Stern

"Evolution of Private Manpower Planning in Armour's Plant Closings," Monthly Labor Review (December 1969). Reprint No. 125.

Manpower planning and programs by the management and union to ameliorate the adverse effects of plant closings are analyzed in this review of the efforts of the Automation Fund Committee established by Armour and Company and the Amalgamated Meat Cutters and Butcher Workmen's Union, AFL-CIO. The Committee opened offices to assist workers when plants were closed in Oklahoma City, Fort Worth, Sioux City, Kansas City, Peoria, and Omaha. This article summarizes the evolution of the manpower planning programs and compares the results obtained in the major plant closings.

Among the tools used by the Committee are: (1) advanced notice of shutdown and preshutdown planning procedures, (2) contractual benefits providing pensions, separation pay, technological adjustment pay (TAP), and interplant transfers and relocation allowances, (3) job placement, counseling, and retraining. Variations in the local labor markets in each plant closing led to differing emphasis on particular tools. In all situations however, it appeared that preshutdown planning and coordination of private and public manpower efforts were essential.

Andre L. Delbecq

"Sensitivity Training," Training and Development Journal (January 1970). Reprint No. 126.

The purpose of this article is to provide a brief statement of the theoretical tradition out of which sensitivity training has evolved, a terse description of laboratory designs, some defensible propositions concerning the effectiveness of sensitivity training, and some practical conclusions about the place of sensitivity training in management development programs. As

such, the article is a position paper rather than an encyclopedic review of the literature, but is based on a careful review of the research.

Andre L. Delbecq and James Vigen

"Prestige Ratings of Business and Other Occupations," Personnel Journal (February 1970). Reprint No. 127.

The direct concern of this exploratory research is the degree to which students in different colleges and at different class levels of a University perceive and rank the prestige of business and other occupations in a similar as opposed to different fashion. If their perceptions of the relative prestige of business occupations are significantly different, such findings would have implications for business recruiting as well as for the more general concern with the "image" of business occupations. An attempt is made to determine the cause of varying prestige ratings.

W. Lee Hansen

"An Appraisal of Physician Manpower Projections," Inquiry (March 1970). Reprint No. 128.

Efforts to project future manpower requirement and supplies for physicians still leave much to be desired. Because the various physician projections for 1975 differ so greatly, it is possible to conclude that either an overabundance or a shortfall in the number of physicians will occur. These findings raise serious questions about the methodology of projections, their purposes, and the usefulness of policy recommendations which flow from them.

This paper focuses on three related topics. The first concerns the objectives of physician manpower projections and several key questions which are raised about the projections. The second reviews the empirical evidence on the quality of physician manpower projections through an examination of the available projections for 1975 and 1985. The third topic discusses some of the research that seems to be needed to enlarge our understanding of the physician manpower market and hence to help improve physician projections.

Donald P. Schwab

"Counterbalancing and Fakability of the Gordon Personal Inventory and Profile," Psychological Reports (1970). Reprint No. 129.

The purpose of the study was to investigate the impact, if any, of order of instructions on the observed fakability of the GPI and GPP. Studies were conducted on two groups of upper-division college subjects. When honest preceded fake instructions, six of eight tests (mean differences between honest and fake administrations) were statistically significant. When fake instructions were administered first, only three of the eight differences were statistically significant. Implications of the findings for previous fakability studies which have not controlled for order of administration were discussed.

Philip A. Perrone and Donald H. Johnson

"The Marginal Worker: Projections of High School Vocational Teachers," The Journal of Human Resources (Fall 1968). Voc. Ed. Reprint Series.

This study compared vocational students in 27 Wisconsin high schools who were rated by their instructors in the upper and lower quarters of their classes on a criterion of projected on-the-job performance. There were 136 boys and 200 girls rated in the upper quarter and 133 boys and 188 girls rated in the bottom quarter. The findings suggest that students rated low in projected on-the-job performance were lower in both scholastic ability and performance, had different values, identified with workers at lower socioeconomic levels, had lower level job expectations and aspirations, and placed less value on achievement than students rated as potentially good on-the-job performers.

David B. Johnson and James L. Stern

"Why and How Workers Shift from Blue-Collar to White-Collar Jobs," Monthly Labor Review (October 1969). Voc. Ed. Reprint Series.

Projections by the U. S. Department of Labor show increasing employment of white-collar workers and a relative decline of blue-collar employment during the next 10 years. This trend has continued since the end of World War II, although it was interrupted in the middle 1960's when the ratio of blue-collar workers to total labor force expanded slightly. Where are these white-collar workers coming from? The authors

conducted a survey that shows that upwardly mobile blue-collar workers are at least one source of new employees for white-collar jobs. This article examines how and why such shifts occur and presents recommendations to facilitate them.

Glen G. Cain and Robinson G. Hollister

"The Methodology of Evaluating Social Action Programs," Public-Private Manpower Policies, Industrial Relations Research Association (November 1969). Voc. Ed. Reprint Series.

The purpose of this paper is to provide a more general and more relevant perspective on the topic of evaluation methodology. The authors hold the opinion that existing evaluations of social action programs have fallen short of meeting the standards possible within the disciplines of the social sciences. Despite this, they believe that existing data and methods permit evaluations which, while not satisfying the methodological purists, can at least provide the rules of evidence for judging the degree to which programs have succeeded or failed. Specifically, the theme that is developed states that evaluations should be set up to provide the ingredients of an experimental situation: a model suitable for statistical testing, a wide range in the values of the variables representing the program inputs, and the judicious use of control groups.

The paper reflects several backgrounds in which the authors have had experience — from economics, the tradition of benefit-cost analyses; from other social sciences, the approach of quasi-experimental research; and from a governmental agency, the perspective of one initiating and using evaluation studies.

**PUBLICATIONS OF THE INDUSTRIAL RELATIONS
INSTITUTE AND CENTER FOR STUDIES IN
VOCATIONAL AND TECHNICAL EDUCATION**

Institute Publications

State Labor and Social Legislation. A Symposium in Honor of Elizabeth Brandeis Raushenbush, May 20, 1966. \$4.50 cloth, \$2.50 paper.

† Archie Kleingartner. *Professionalism and Salaried Worker Organization.* 1967.

† Kenneth McLennan. *Managerial Skill and Knowledge.* 1967.

James L. Stern and David Johnson. *Blue-to-White Collar Job Mobility.* 1968. Copies available from the Clearinghouse for Federal Scientific and Technical Information, Springfield, Virginia. \$3.00.

The Labor Movement: A Re-examination. A Conference in Honor of David J. Saposs, January 14 and 15, 1966. \$2.50.

The Role of Industrial Relations Centers. Proceedings of a Regional Meeting of the International I.R.R.A. in Chicago, Illinois, May 17 and 18, 1968. \$1.00.

Bhal J. Bhatt. *Labor Market Behavior of Factory Workers in Bombay.* 1969. \$4.50 cloth, \$3.50 paper.

Center Research Reports

J. Kenneth Little. *The Occupations of Non-College Going Youth.* Research Report No. 2. June 1965, 30 pp., mimeo.

† Duane Kasten. *A Pilot Study of Curriculum Needs in Welding Technology* (summary of a report). No date, 13 pp., mimeo.

† John Helling and J. Kenneth Little. *Study of South Milwaukee County Educational Needs.* No date, 91 pp., mimeo.

† Gerald Somers, Murray Tucker, and Graeme McKechnie. *Retraining and Migration as Factors in Regional Economic Development: A Review of the Literature.* September 15, 1966, 96 pp., paperbound.

G. Soundara Rajan. *A Study of the Registered Apprenticeship Program in Wisconsin.* 1966, 288 pp., paperbound. \$2.00 + 18¢ postage.

Norman F. Dufty, ed. *Essays on Apprenticeship.* 1967, 168 pp., paperbound. \$3.00 + 12¢ postage.

Gerald G. Somers. *Evaluation of Work Experience and Training of Older Workers.* 1967, 79 pp., paperbound.

Gerald G. Somers and others. *The Training and Placement of Older Workers: An Evaluation of Four Community Projects.* September 1967, 210 pp., paperbound.

Gerald G. Somers, ed. *Retraining the Unemployed.* Madison: University of Wisconsin Press, 1968, 351 pp., hardbound. \$10.00. Available from the University of Wisconsin Press, P. O. Box 1379, Madison, Wisconsin 53706.

Philip A. Perrone, with the assistance of Mrs. Lola Gross. *A National School Counselor Evaluation of Occupational Information.* April 1968, 31 pp., mimeo.

Richard Perlman. *Assessing the Extent of Manpower Forecasting Among Milwaukee Firms.* June 1969, 58 pp., mimeo. \$1.50 + 12¢ postage.

Richard Perlman. *On-the-Job Training in Milwaukee—Nature, Extent, and Relationship to Vocational Education.* June 1969, 37 pp., mimeo. \$1.50 + 12¢ postage.

Thomas A. Barocci. *Curriculum Initiation in Wisconsin Vocational and Technical Schools.* November 1969, 147 pp., mimeo. \$2.00 + 12¢ postage.

Jeffrey L. Gibbs. *The Education, Sources, and Recruitment of Wisconsin Vocational Technical Teachers.* March 1970, 140 pp., mimeo. \$2.00 + 12¢ postage.

Myron Roomkin. *High School Dropouts and Vocational Education in Wisconsin.* June 1970, 127 pp., mimeo. \$2.00 + 12¢ postage.

Philip A. Perrone. *Predicting Job Entry, Job Satisfaction, and Job Performance of Graduates from Wisconsin Secondary School Vocational Programs.* June 1970, 46 pp., mimeo. \$1.50 + 12¢ postage.

J. Kenneth Little and Richard W. Whinfield. *Follow-Up of 1965 Graduates of Wisconsin Schools of Vocational, Technical, and Adult Education.* June 1970, 39 pp., mimeo. \$1.50 + 12¢ postage.

Gerald G. Somers and J. Kenneth Little, eds. *Vocational Education: Today and Tomorrow.* 1971 (In Press).

Center Conference Proceedings

† *Occupational Data Requirements for Education Planning,* June 15 and 16, 1965. 165 pp., paperbound. \$3.00.

Follow-up Studies in Educational Research, November 18 and 19, 1965. 37 pp., mimeo.

Research in Vocational and Technical Education, June 10 and 11, 1966. 285 pp., paperbound. \$3.00 + 18¢ postage.

Research in Apprenticeship Training, September 8 and 9, 1966. 192 pp., paperbound. \$3.00 + 12¢ postage.

† *Research Approaches to the Initiation of New Vocational-Technical Programs,* October 3-7, 1966. 31 pp., mimeo.

The Encouragement of Research in Predominantly Negro Universities, February 23, 1967. 25pp., mimeo.

Curriculum Programs in Action: Their Administration and Evaluation, February 15-17, 1967 (with San Francisco State College). 127 pp., paperbound. \$2.00. Available from Communication Service Corporation, 1629 K. Street, N.W., Washington, D.C. 20006.

The Education and Training of Racial Minorities, May 11 and 12, 1967. 209 pp., paperbound. \$3.00 + 12¢ postage.

Education and Training in Correctional Institutions, June 5 and 6, 1968. 117 pp., paperbound. \$3.00 + 12¢ postage.

G. G. Somers and W. D. Woods, eds. *Cost-Benefit Analysis of Manpower Policies.* 1969, 272 pp., index, paperbound. \$5.00 + 18¢ postage. (Canadian residents should send orders to the Industrial Relations Centre, Queen's University, Kingston, Ontario.)

Man-Education-Work Conferences, Fall 1968. 76 pp., paperbound. \$1.00 + 12¢ postage. (A copy of *The Bridge Between Man and His Work*, Highlights and Recommendations from the General Report of the Advisory Council on Vocational Education, U.S. Department of Health, Education, and Welfare, 1968, is included with an order for *Man-Education-Work Conferences*.)

Vocational Education Under a Comprehensive Manpower Program, May 13 and 14, 1970. \$3.00.

Periodicals

The Journal of Human Resources, published quarterly. \$8.00 per year for individuals, \$12.00 per year for institutions (add 50¢ a year for foreign mailing). Subscriptions available from Journals Department, The University of Wisconsin Press, P.O. Box 1379, Madison, Wisconsin 53701.

IRRI Report, published semiannually.

Reprints, listing of Institute and Center reprints available on request.*

† Out of Print.

* Single copies available without charge.

The University of Wisconsin-Madison

**Industrial Relations Research Institute
and
Center for Studies in Vocational
and Technical Education**

**1180 Observatory Drive
Madison, Wisconsin 53706**

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U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

7/15/55

Immediately

A press conference is planned for U. S. Secretary of Labor James P. Mitchell on Wednesday, July 20 at 4 p.m. in his suite at the Edgewater Hotel in Madison.

Secretary Mitchell will give an address following a 6 p.m. banquet in the Memorial Union. The address is in connection with an Industrial Relations Institute on the University of Wisconsin campus, July 19-21.

A question and answer period for institute members will follow Secretary Mitchell's address.

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U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

5/11/55

RELEASE:

Immediately

Institute

MADISON, Wis.--If the opponents in the ring aren't evenly matched, no one enjoys the bout. That's one reason every effort has been made to match labor and management evenly in the program of the three-day [Industrial Relations Institute] set for July 19-21 at the UW Law School.

As a matter of fact, in presenting this institute, labor and management aren't opponents at all, but are cooperating in the effort to give a picture of industrial relations in action to institute registrants.

To achieve a balance between the groups, the planning committee for the program was carefully chosen. It includes Atty. O. S. Hoebreckx, Milwaukee, corporation lawyer specializing in labor relations, representing employers, and Atty. David Previant, Milwaukee, counsel for unions affiliated with the AFL, representing labor.

"Men who are making the policies and guiding the forces which are now shaping answers to industrial relations problems have agreed to participate in the program," Dean John Ritchie said. "Men have been invited who will capably present the views of the three principals--labor, management, and the public," he added.

Some of the Wisconsin representatives of management who will participate are: Louis Parent, Milwaukee, assistant labor relations counsel, Line Material Division of McGraw Electric; Curt E. Hoerig, Milwaukee, assistant to the vice president in charge of manufacturing of the Mueller Climatrol Division, Worthington Corp.; Atty. James I. Poole, Milwaukee, partner in the law firm of Fairchild, Foley & Sammond; Harold Story, vice president, Allis-Chalmers Manufacturing Co., Milwaukee; and Atty. Leon Lamfrom, partner in the law firm of Lamfrom and Peck.

-more-

ad one--industrial relations institute

Among the Wisconsin spokesmen who will participate in behalf of labor are: Paul Whiteside, Kenosha, secretary-treasurer of the Brass and Copper Workers Federal Labor Union (AFL); Donald Yolton, La Crosse, representative of the UAW (CIO); Jacob Friedrich, general secretary of the Federated Trades Council, Milwaukee; and Atty. Max Raskin, Milwaukee.

In addition, a well-balanced list of 30 nationally-known speakers from outside Wisconsin, headed by Secretary of Labor Mitchell, will give to the audience the latest thinking on such topics as the Taft-Hartley Act, State right-to-work laws, collective bargaining, and the AFL-CIO merger--expressing the views of labor, management, and the public.

####

Institutes -
Industrial Relations

March 16, 1955

Mr. George Lodge
Labor Department Information Director
U. S. Department of Labor
Washington, D. C.

Dear Mr. Lodge:

I've been asked to work with you in advanced promotion for the appearance here next July, of Secretary of Labor James P. Mitchell, who will head a list of prominent industrial relations experts at an Institute of national interest.

The Institute is under the joint auspices of the University of Wisconsin Law School and Extension Division, and the Labor Law Section of the Wisconsin Bar Association. A general outline of the Institute is given in the attached release which went out last January.

Pictures of Mitchell, perhaps a half-dozen, and a current biography, would be helpful for us at this end, and Nate Feinsinger, who is doing much of the planning here, suggested the possibility of a national broadcast of the Mitchell address. I do not know whether he checked this with Mitchell, and perhaps it would be best to make such a check before any effort is made to get a broadcast origination. Could you do that? And, if Mitchell thinks it might be a good idea, should you initiate the idea with the networks or should we? Remember, our contacts with the networks out here are a great deal more remote than is possible in the East.

I would appreciate hearing from you soon, because the sponsoring groups here are rather excited about their program.

Sincerely,

Robert Taylor
Director

RT:mjo

U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

3/24/55

Sunday, March 27

Institute

MADISON, Wis. (March 27)--A unique demonstration of how professionals handle a collective bargaining situation--enacted by men with long experience at the bargaining table--will highlight a three-day [Industrial Relations Institute] to be held at the University of Wisconsin July 19-21.

Sponsored by the UW Law School and Extension Division, and the Labor Law Section of the Wisconsin Bar Association, the simulated bargaining conference between a company and a newly recognized union is aimed at making industrial relations "live" for those attending, the program planners said.

"The session will demonstrate how the human and economic factors combine to determine the course of modern collective bargaining," Law Prof. N. P. Feinsinger said today.

The problem will be formulated by the participants, but from then on, the action will parallel an actual bargaining session, he explained.

Harold Story, vice president of Allis-Chalmers Manufacturing Co., Milwaukee, will preside as chairman of the session.

Representing management as president of the company will be William Caples, Chicago, vice president of Inland Steel Co.; as personnel manager, Louis H. Parent, Milwaukee, assistant counsel for labor relations, Line Material Division of McGraw Electric; as works manager, Curt E. Hoerig, Milwaukee, assistant to the vice president in charge of manufacturing of the Mueller Climatrol Division, Worthington Corp.; and as counsel for management, Atty. James I. Poole, Milwaukee, partner in the law firm of Fairchild, Foley and Sammond.

-more-

ad one--industrial relations institute

Union representatives will include, as international representative, Elmer E. Walker, Washington, D. C., vice president of the International Association of Machinists; as president of the local, Paul Whiteside, Kenosha, secretary-treasurer of the Brass and Copper Workers Federal Labor Union (AFL); as chairman of the local bargaining committee, Donald Yolton, LaCrosse, representative of the United Automobile Workers (CIO); and as counsel for the union, Atty. Max Raskin, Milwaukee.

The collective bargaining workshop, scheduled for July 19, is only one of a program of sessions planned for the institute. Other subjects to be discussed are:

"Developments in Collective Bargaining, Mediation and Arbitration," "The Taft-Hartley Act," "Union Security," and "State 'Right to Work' Laws," "Federal-State Jurisdiction Over Labor-Management Relations," "Social Legislation With Emphasis on Workmen's Compensation," and "Legal and Practical Implications of the AFL-CIO Merger."

A long list of leaders in labor-management relations, headed by U. S. Secretary of Labor James P. Mitchell, will speak at the institute.

The three-day institute is open to management, union officials, and others interested in the industrial relations field.

Some of the groups participating include the UW Industrial Management Institute, the UW School for Workers, and the American Arbitration Association.

A fee of \$25 for the three days has been set. Registrations can be made with Prof. August Eckhardt at the UW Law School.

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U. W. NEWS

1/18/55

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

RELEASE:

Sunday, Jan. 23

Institutes

MADISON, Wis. (Jan. 23)--With Secretary of Labor James P. Mitchell heading a list of nationally prominent speakers, a three-day Industrial Relations Institute will be held at the University of Wisconsin July 19-21 under the joint auspices of the University of Wisconsin Law School and Extension Division, and the Labor Law Section of the Wisconsin Bar Association.

Dean John Ritchie of the UW Law School announced preliminary plans for the institute today, together with the names of some of the participants representing management, labor, and the general public.

The main purpose of the institute, he said, will be to consider from all three points of view the trends relating to collective bargaining, the Taft-Hartley Act, state "right to work" laws, federal-state jurisdiction over labor-management relations, and social legislation, with emphasis on developments in workmen's and unemployment compensation.

A unique feature of the institute will be a workshop on collective bargaining in which expert representatives of management and labor will conduct a simulated first collective bargaining conference between a company and a newly recognized union.

In addition to Secretary of Labor Mitchell, who will speak on Wednesday evening, July 20, those who have thus far accepted invitations to participate include:

-more-

ad one--Mitchell

Guy Farmer, Washington D. C., chairman, National Labor Relations Board; David L. Cole, Patterson, N. J. attorney, former director of the Federal Mediation and Conciliation Service, chairman of the Secretary of Labor's Advisory Committee on Labor Relations in Atomic Energy Installations; Meyer Kestnbaum, Chicago, president Hart, Schaffner & Marx, chairman of the President's Committee on Inter-Governmental Relations, and chairman of the Committee for Economic Development; Lawrence Gooding, Madison, chairman, Wisconsin Employment Relations Board; Prof. Edwin E. Witte, University of Wisconsin, nationally known expert on social legislation and labor-management relations; Prof. Archibald Cox, Harvard Law School, former chairman, National Wage Stabilization Board and authority on labor law; Merlyn Pitzele, New York, UW alumnus, labor editor of Business Week, chairman, New York State Mediation Board;

Theophil Kammholz, Chicago attorney nominated as general counsel of the National Labor Relations Board; Barnaby Sears, Chicago attorney, prominent management adviser; John Gall, Washington, D. C. attorney, formerly general counsel for the National Association of Manufacturers; Robert Biron, San Diego, Calif., executive vice president, Consolidated Vultee Aircraft Corp., collective bargaining chairman for the West Coast airframe industry; Neill Garrett, Des Moines, Iowa, general counsel for the Iowa Manufacturers Association, management expert on state "right to work" laws;

Herbert Thatcher, Washington attorney, formerly with the office of general counsel for the AFL; Henry Kaiser, Washington attorney, counsel for the Musicians Union and other unions; Arthur Goldberg, Washington and Chicago, general counsel for the CIO and the United Steelworkers of America; N. L. D. Wells, Dallas union attorney and expert on state "right to work" laws.

Kammholz, Thatcher, and Kaiser are alumni of the University of Wisconsin Law School. The list of participants, which is not yet complete, will include other prominent alumni practicing in Wisconsin, Dean Richie said.

ad two--Mitchell

While initiated as this year's fourth meeting in the UW Law School's program of continuing legal education, which is coordinated by Prof. August Eckhardt of the Law School and Extension Division, this institute is open to management, union officials, and others interested in the industrial relations field "in view of the increasing interdependence of lawyers and non-lawyers in the field," Dean Ritchie said.

In addition to the sponsoring organizations, participating groups include the UW Industrial Relations Research Center, Industrial Management Institute, School for Workers, and the American Arbitration Association.

A fee of \$25 for the three days has been set, and registrations can be made by mail with Prof. August Eckhardt at the UW Law School. He said that the great interest shown thus far in the institute indicates that it may be necessary to limit attendance.

The planning committee for the institute includes Attys. O. S. Hoebreckx and David Previant of Milwaukee, representing the Labor Law Section of the Wisconsin Bar Association; Profs. August Eckhardt and Nathan P. Feinsinger, of the UW Law School; and Atty. Philip Habermann, Madison, executive secretary of the Wisconsin Bar Association.

####

Institutes

THIRD MIDWESTERN CONFERENCE ON THE
TEACHING OF INDUSTRIAL RELATIONS AND
LABOR ECONOMICS AT COLLEGES AND UNIVERSITIES

Proposed Program

TIME: Saturday and Sunday, May 9-10, 1953.

PLACE: Memorial Union, University of Wisconsin, Madison, Wisconsin.

COST: Housing at dorms, \$1 to \$3.
Meals - Organized luncheons - May 9, \$1.60 - May 10, \$2.25.
Registration Fee - \$1.00.

PROGRAM: Saturday

10:00 A.M. to 12 noon - Registration

12 noon to 1:30 P.M. - Luncheon

Speaker: Professor E. E. Witte, University of Wisconsin,
"Goals in Teaching in the University Labor
Curriculum".

1:30 P.M. to 5:30 P.M. - Round Table

Suggested Discussion Topics: a) Objectives of the Labor
Curriculum, b) Introductory Courses, c) Advanced Under-
graduate Courses.

Chairman: Professor Edwin Young, University of Wisconsin.

5:30 P.M. to 7:30 P.M. - Supper

8:00 P.M. - Audio Visual Materials

Sunday

9:00 A.M. to 12 noon - Round Table

Suggested Discussion Topics: a) Student Research Training,
b) Graduate Curriculum.

Chairman: Professor S. B. Levine, University of Illinois.

12 noon to 2:00 P.M. - Luncheon and Conference Summary.

TO: Edwin Young
Industrial Relations Center
University of Wisconsin
Madison 6, Wisconsin

I plan to attend the Third Midwestern Conference on the Teaching
of Industrial Relations and Labor Economics.

Signed

Field

University

I would like a ☐ single ☐ double room reserved for the night of May 9. ☐ Yes ☐ No

Temp. 3 - Room 5

INDUSTRIAL RELATIONS CENTER
UNIVERSITY OF WISCONSIN

Madison, Wisconsin

April 6, 1953

Dear Colleague:

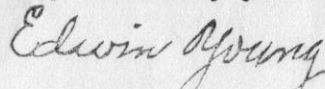
You are cordially invited to participate in the Third Midwestern Conference on the Teaching of Industrial Relations and Labor Economics to be held on Saturday and Sunday, May 9-10, at the University of Wisconsin, under the auspices of the Industrial Relations Research Association.

This conference is intended to provide an opportunity to discuss problems encountered in the teaching of industrial relations and labor economic subjects and is aimed at promoting the exchange of ideas and experiences about teaching objectives, materials, and methods. Teachers at midwestern colleges and universities in fields related to labor and industrial relations are invited to attend. It is hoped that the participants will include instructors in economics, psychology, sociology, political science, engineering, personnel management, human relations and industry, and other related fields. Young teachers and graduate students planning to enter teaching careers in the industrial relations field especially are urged to join in.

Cooperating in the planning of the meeting are faculty members of the University of Illinois, Indiana University, Southern Illinois University, St. Louis University, Washington University, University of Wisconsin, and the Ohio State University. In order to promote the fullest possible exchange of ideas it is planned to hold a series of round tables without any formal "speech making" or especially invited discussion leaders. Instead, each participant is urged to come with some briefly prepared remarks to contribute to the discussions. A list of suggested questions on various topics which might be discussed is attached. A tentative outline of the program is also enclosed.

If you or any of your colleagues are interested in attending this conference, please return the attached form as soon as possible. Your suggestions for subjects of discussion are invited. We would appreciate your informing others of this conference who may not receive this announcement.

Very sincerely yours,



Edwin Young, Chairman
Third Midwestern Conference on
the Teaching of Industrial
Relations and Labor Economics

Third Midwestern Conference on the Teaching
of Industrial Relations and Labor Economics, May 9-10, 1953

Suggested Questions for Discussion

- a. What are the objectives in teaching the basic course on labor in colleges and universities?
- b. Should the basic course be oriented to the backgrounds and "prejudices" of the students?
- c. To what degree should the basic course or others provide "answers"?
- d. Should the objectives in teaching the basic course include a slant toward professional training and the development of skills? Or should they attempt solely to "broaden understanding and develop restraint" among students?
- e. What should the basic course consist of? How much emphasis should be placed upon: a) the management process, b) labor history, c) wage theory?
- f. Should the basic course attempt to integrate the analyses of psychology, sociology, political science, and so forth with that of economics? In this connection, what prerequisites, if any, should be required?
- g. What areas of the field should receive the least emphasis in the basic course? How much time should be devoted to specialized topics such as social security, labor legislation, etc.?
- h. What basic management problems and points of view should be included in the basic course?
- i. How should the basic labor course vary because of the size and type of school?
- j. Should there be a specialized basic course for engineering students?
- k. Should there be a separate course in personnel administration; that is, should personnel administration be kept out of the basic course?
- l. Should the curriculum build beyond one or two basic courses in labor? If so, what specialized courses in "labor economics" and in other areas should be offered?
- m. In what areas and courses are the various teaching techniques--lectures, discussion, role-playing, visual aids, outside speakers, field work, etc.--most applicable?
- n. Is it desirable to find out student response to the way in which courses are taught? What is revealed by student questionnaires, etc.?
- o. With particular reference to the basic course, should a single text be employed?

WIRE NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

5/8/53

RELEASE:

Immediately

Institutes

MADISON--The third Midwestern Conference on the Teaching of [Industrial Relations and Labor Economics] will be held on the University of Wisconsin campus Saturday and Sunday, May 9-10, the University announced today.

According to Prof. Edwin Young, conference chairman, the two-day sessions aim at providing an opportunity for discussing the problems involved in teaching industrial relations and labor economics. A further objective, he notes, is promoting the exchange of ideas and experiences about teaching objectives, materials, and methods.

Faculty members of seven Midwest universities have co-operated in planning the meeting. Instructors in economics, psychology, sociology, political science, engineering, personnel management, human relations and industry, and other related fields are expected to participate. Graduate students planning to enter teaching careers in the industrial relations field have been especially urged to join in.

A series of round-table discussions, without formal "speech-making" or especially invited discussion leaders is planned in order to encourage the fullest possible exchange of ideas.

Following registration, from 10 a.m. to noon on Saturday, Prof. E. E. Witte of the UW economics department, will discuss "Goals in Teaching in the University Labor Curriculum" at a luncheon in the Memorial Union.

-more-

ad one--Young

A round-table discussion at 1:30 p.m., Saturday, will take up objectives of labor curriculum, introductory courses, and advanced undergraduate courses. Prof. Young will act as chairman.

Another round-table group will meet at 9 a.m. Sunday, May 10, to discuss student research training and graduate curriculum under the chairmanship of Prof. S. B. Levine of the University of Illinois.

The conference is being held under the auspices of the Industrial Relations Research Association.

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U. W. NEWS

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN

11/30/50

RELEASE:

Monday, Dec 4

*File
Industrial Relations
Industrial (Center)*

Eau Claire, Wis.—One of the most important aspects of the American economy—productivity, the key to plenty—will be the subject to be discussed at a public conference to be held Wednesday, Dec. 6, in Eau Claire, featuring three outstanding Midwestern labor-management experts as speakers and a showing of one of the foremost motion pictures on the subject.

The conference, which is open to the public, will begin at 7 p.m. in the Eau Claire American Legion hall, and will give everyone a chance to participate in a no-holds-barred open panel discussion following the talks by the experts.

The speakers will include Sidney Garfield, vice president of the International Chemical Workers union, AFL, Chicago, Ill.; Ivan Lawrence, vice president for personnel administration, Minnesota Mining and Manufacturing company, St. Paul, Minn., and Robben W. Fleming, director of the University of Wisconsin Industrial Relations center, which is co-sponsoring the conference with the Eau Claire School of Vocational and Adult Education.

Introductory remarks at the conference will be presented by W. L. Enge, director of the adult and vocational school.

The motion picture to be shown is produced by The Twentieth Century fund and the Encyclopedia Britannica films, and is an imaginative explanation of what productivity is and how it affects the U.S. standard of living. Ways of living in 1850 are contrasted with those today, and the general development of new energy sources and new industrial techniques is pictured.

ad one - Labor-management conference in Eau Claire

Lawrence has been with the Minnesota Mining and Manufacturing company for the past 17 years, and has been president of the St. Paul committee on industrial relations for the past two years. He is a member of the governor's committee on employment of the physically handicapped, and a member of the committee on efficiency in government for Minnesota.

Garfield is well known for his part in the union-management relations of the Buchsbaum company, Chicago, during its period of tremendous growth and conversion to wartime plastic production during 1940-45.

A report on the union-management relations of this company, part of which was authored by Garfield, appeared in the Journal of Applied Anthropology and is recognized as one of the important contributions to the study of human relations in industry.

The conference is one of a series on industrial relations being presented in cities throughout Wisconsin by the UW Industrial Relations center.

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U. W. NEWS

10/13/50

FROM THE UNIVERSITY OF WISCONSIN NEWS SERVICE, MADISON 6, WISCONSIN
RELEASE:

Sun. Oct. 15

File
Institute
Industrial Relations

La Crosse, Wis.—What are some of the problems of seniority in industry and the trades as they relate to the La Crosse area and the national economy?

This is the topic to be discussed by four nationally-known experts when they meet Oct. 21 for a day-long public conference sponsored by the La Crosse Vocational and Adult schools and the University of Wisconsin Industrial Relations center.

The conference has been planned by the UW center and a board of La Crosse civic leaders headed by John B. Coleman, director of the La Crosse Vocational and Adult schools. It will include a "no-holds-barred" open forum discussion during the afternoon with the speakers sitting as a panel to answer questions from the floor. The public will be admitted without charge.

The conference is another in the series of public discussion of labor-management problems being held in cities throughout the state and sponsored by the UW Industrial Relations center.

The La Crosse conference has been planned with the aid of the following local leaders and members of the vocational school board:

George W. Hall, president of the vocational school board, vice president, State Federation of Labor, and trades and labor organizer, AFL; Don Yolton, international representative, UAW-CIO; R. C. Bice, vice president of the vocational school board and assemblyman from the La Crosse district; R. E. Kumm, controller, Heileman Brewing Co.; R. H. Anderegg, consulting engineer; and M. G. Batho, superintendent of schools and secretary of the vocational school board.

-more-

ad one—conference on senioity at la Crosse

The speakers will include F. H. Harbison, executive officer of the University of Chicago's Industrial Relations center; Lester Asher, attorney representing the International Brotherhood of Electrical Workers (AFL), Chicago; George Moredock of the International Harvester company's industrial relations department, and Robben W. Fleming, director of the UW Industrial Relations center, who will serve as chairman.

Harbison has been on his present job at the University of Chicago since 1945. He has been the arbitrator for the Chicago Joint Board of the Men's Clothing Industry since 1948; acting chairman, Board of Conciliation and Arbitration, U. S. Steel-United Steelworkers (CIO); and acting chairman, UAW-CIO International Harvester Joint Pension board.

During the war, Harbison was, successively: labor consultant to the Office of Production Management's iron and steel branch; manpower consultant to WPB's automotive branch at Detroit; chief of the labor supply and demands section of the War department, and labor counselor for the Petroleum Administration for War.

Harbison has a Ph. D. degree from Princeton, and was research assistant, industrial relations section, Princeton, in 1938-40. He has written a number of books and articles on union-management relations.

Asher graduated from the University of Chicago, where he was elected to Phi Beta Kappa and the Order of the Coif. From 1933-37 he was associated with one of Chicago's largest law firms, and from then to 1945 served with the NLRB, holding the post of executive secretary in Washington, D. C., when he left that body to engage in law practice on behalf of AFL labor organizations.

Asher has been a teacher and lecturer on various labor law topics at Roosevelt college in Chicago since 1947 and at the University of Chicago for the past year. He is a member of the labor law committees of the Chicago Bar association and the section on labor relations law of the American Bar association.

ad two--conference on seniority at La Crosse

In addition to law, Asher has a first-hand knowledge of the seniority system of the electrical construction trade in Cook county, the first effort to introduce a systematic seniority plan into the skilled building trades.

Moredock, a Harvard graduate, joined International Harvester as a salesman in 1937 in the Cincinnati branch, was advanced in 1940 to blockman, and in 1941 to sales promotion manager at the Atlanta, Ga., branch. He was transferred to Chicago as a representative on the staff of the labor relations department in 1942, and in 1943 he was advanced to labor relations supervisor of the sales and raw materials operations.

Moredock represented industry as a board member of the NLRB from 1943 to 1945, representing the interests of employers in the litigation of labor disputes and in the establishing of board policies. In recent years, he has served as the company's spokesman in contract negotiations between various branches of the International Harvester company and the UAW. He has been assistant manager of the labor relations department since 1946.

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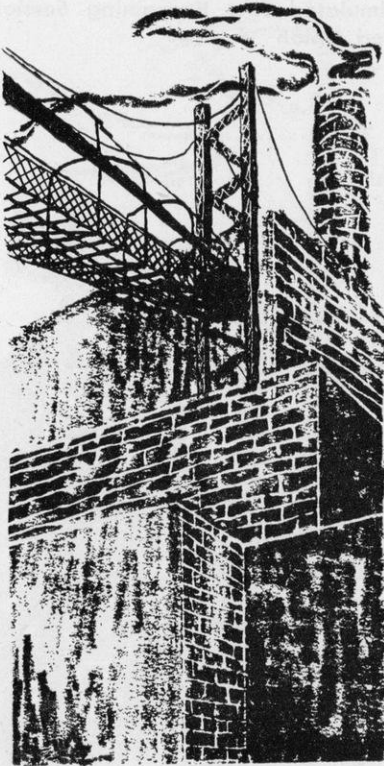
INDUSTRIAL RELATIONS INSTITUTE

July 19, 20 and 21, 1955



THE UNIVERSITY OF WISCONSIN • MADISON, WISCONSIN

The Program



12:00- 1:45 Distribution of Registration Materials
Memorial Union, Park and Langdon Streets

TUESDAY AFTERNOON, JULY 19 • Great Hall, Memorial Union

1:45 **Collective Bargaining, Mediation, and Arbitration**
Presiding: *Meyer Kestnbaum*

2:00- 2:40 The Public *Arthur M. Ross*

2:40- 3:10 Management *Barnabas F. Sears*

3:10- 3:40 Labor *Arthur J. Goldberg*

3:40 General discussion introduced by comments by
Robert H. Biron, J. Noble Braden, Joseph F. Finnegan, Merlyn S. Pitzele



TUESDAY EVENING, JULY 19 • Great Hall, Memorial Union

7:30

**Workshop in Collective Bargaining: A Simulated First Bargaining Session
Between a Company and a Newly Certified Union**

Presiding: *H. W. Story*

Management Team

President: *William G. Caples*

Personnel Manager: *Louis H. Parent*

Works Manager: *Curt E. Hoerig*

Counsel: *James I. Poole*

Union Team

International Representative: *Elmer E. Walker*

President of Local: *Paul Whiteside*

Chairman of Local Bargaining Committee: *Donald Yolton*

Counsel: *Max Raskin*

WEDNESDAY MORNING, JULY 20 • Music Hall

9:00

The Taft-Hartley Act

Presiding: *Leon B. Lamfrom*

9:00- 9:40

The Public *Guy Farmer*

9:40-10:10

Management *J. Mack Swigert*

10:10-10:40

Labor *Herbert S. Thatcher*

10:40

General discussion



WEDNESDAY AFTERNOON, JULY 20 • Music Hall

- 2:00 **Union Security and State Right-to-Work Laws**
 Presiding: *J. F. Friedrich*
- 2:00– 2:40 Management *Edwin S. Dillard*
- 2:40– 3:20 Labor *L. N. D. Wells, Jr.*
- 3:20 General discussion introduced by comments by
 R. W. Fleming, Henry Kaiser, Selwyn H. Torff

WEDNESDAY EVENING, JULY 20 • Great Hall, Memorial Union

- 6:00 Dinner
 Address by *James P. Mitchell*, Secretary, U. S. Department of Labor

THURSDAY MORNING, JULY 21 • Great Hall, Memorial Union

- 9:00 **Federal–State Jurisdiction Over Labor–Management Relations**
 Presiding: *L. E. Gooding*
- 9:00– 9:40 Speaker *Archibald Cox*
- 9:40 General discussion

10:30 **Social Legislation: Developments in Workmen's Compensation and Unemployment Compensation**

 Presiding: *Edwin E. Witte*

10:30-11:10 Speaker *Stuart Rothman*

11:10 General discussion introduced by comments by
 Russell L. Hibbard, Leonard Lesser, Stanley Rector

THURSDAY AFTERNOON, JULY 21 • Great Hall, Memorial Union

2:00 **Legal and Practical Implications of the AFL-CIO Merger**

 Presiding: *A. J. Hayes*

2:00- 2:40 It is planned that a top official of either the AFL or the CIO will speak

2:40 Round-Table Discussion by Panel

Stephen K. Galpin, Arthur J. Goldberg, T. C. Kammholz, Lambert H. Miller, J. Albert Woll

 General discussion with questions directed at panel members by audience

The Program Participants

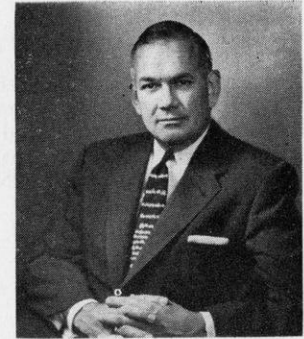
ROBERT H. BIRON

Vice-President, Convair Division, General Dynamics Corporation, San Diego, California; former Vice-President in Charge of Industrial Relations, Northrop Aircraft, Inc. and Trans World Airlines; former Director of Industrial Relations with Minneapolis-Honeywell Regulator Company.



WILLIAM G. CAPLES

Vice-President, Inland Steel Company, Chicago, exercising executive supervision over all aspects of personnel administration, management development, medical services, industrial relations, and public relations; Chairman, Joint Subcommittee on Industrial Public Relations, American Iron & Steel Institute; past president, Industrial Relations Association of Chicago; Director of Unemployment Benefit Advisors, American Management Association and the National Association of Manufacturers.



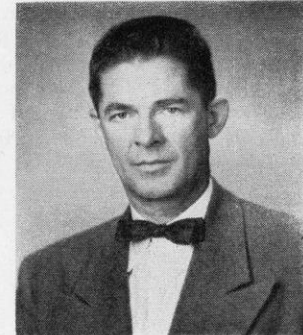
J. NOBLE BRADEN

Executive Vice-President, American Arbitration Association, New York; frequent lecturer on arbitration; Adjunct Professor of Industrial Relations, New York University; special lecturer on arbitration practice and procedure, Yale Law School.



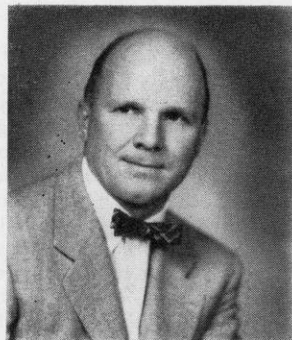
ARCHIBALD COX

Professor of Law, Harvard University; former Chairman, Wage Stabilization Board; former Associate Solicitor, Department of Labor; former Principal Mediation Officer, National Defense Mediation Board.



EDWIN S. DILLARD

President, Old Dominion Box Company, Inc., Charlotte, North Carolina; Chairman of the Board, National Right to Work Committee; member, Southern Advisory Committee, National Association of Manufacturers; President, North Carolina Industrial Council.

**GUY FARMER**

Chairman, National Labor Relations Board; former Associate General Counsel, NLRB; former lecturer in labor law, West Virginia University; has been actively engaged in the practice of labor law and general practice in the courts since 1945.

**JOSEPH F. FINNEGAN**

Director, Federal Mediation and Conciliation Service; has had extensive experience as a practicing lawyer specializing in trial work and all phases of labor law: arbitration cases, contracts, collective bargaining agreements, union complaints and grievances, and disputes in the capacity of arbitrator for the Federal Mediation and Conciliation Service, National Mediation Board, American Arbitration Association, and the New York State Mediation Board.

**R. W. FLEMING**

Director, Institute of Labor and Industrial Relations, University of Illinois, Champaign; former Director, Industrial Relations Center, University of Wisconsin; former Executive Director, Wage Stabilization Board; former mediator for the National War Labor Board; serves as arbitrator in many cases between companies and unions and is on the arbitration panel of both the Federal Mediation and Conciliation Service and the American Arbitration Association.

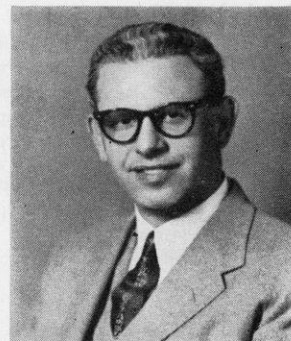


J. F. FRIEDRICK

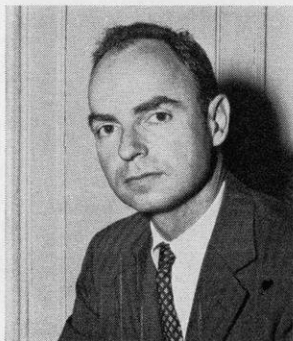
General Secretary, Federated Trades Council, Milwaukee; former Regional Director of Wisconsin for the AFL; former member, Executive Board, Wisconsin State Federation of Labor; assisted in establishing both the Milwaukee Labor College and the School for Workers of the University of Wisconsin; member, Industrial Commission's Advisory Committee on Unemployment Compensation and on Workmen's Compensation.

**ARTHUR J. GOLDBERG**

Partner in the law firm Goldberg, Devoe & Brussel, Washington, D. C. and Chicago; General Counsel, CIO and the United Steelworkers of America.

**STEPHEN K. GALPIN**

Washington Labor Correspondent, *The Wall Street Journal*, Washington, D. C.; covers all federal agencies dealing with labor relations, labor legislation of Congress, and the unions with headquarters in Washington, D. C.; member, Industrial Relations Research Association.

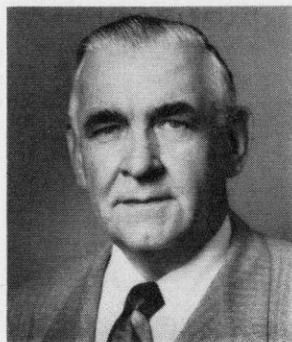
**L. E. GOODING**

Chairman, Wisconsin Employment Relations Board; formerly of the law firm Gooding, Keck and Gooding; member of the Employment Relations Board since its creation in 1939.



A. J. HAYES

International President, International Association of Machinists, Washington, D. C.; Vice-President, AFL; member, National Manpower Council of Columbia University; member, Commission on Labor-Management Manpower Policy, Office of Defense Mobilization.

**CURT E. HOERIG**

Assistant to the Vice-President in Charge of Manufacturing, Mueller Climatrol Division of Worthington Corporation, Milwaukee; Registered Professional Engineer in Wisconsin; has been active in union negotiations for the past twelve years and has negotiated contracts with the CIO, AFL, IAM, Operating Engineers, and Technical Engineers.

**RUSSELL L. HIBBARD**

Director of Unemployment Compensation, General Motors Corporation, Detroit; Former Assistant Director, Wisconsin Unemployment Compensation Department.

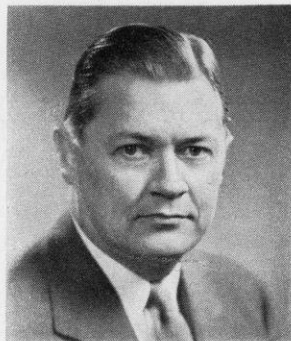
HENRY KAISER

Partner in the law firm Van Arkel and Kaiser, Washington, D. C.; Counsel of American Federation of Musicians, International Typographical Union, Brotherhood of Railroad Trainmen, Washington Building and Construction Trades Council, Joint Executive Board of Hotel and Restaurant Employees and Bartenders International Union, AFL, and other labor unions; former Associate General Counsel, AFL.



T. C. KAMMHOLZ

General Counsel, National Labor Relations Board; formerly with the law firm Vedder, Price, Kaufman and Kammholz in Chicago, from which firm he resigned prior to assuming his duties with the NLRB; former Special Advisor to the U. S. Government Delegation at the International Labor Organization Conference in Geneva, Switzerland.



MEYER KESTNBAUM

President, Hart, Schaffner & Marx, Chicago; Chairman, Board of Trustees, Committee for Economic Development; Chairman, Commission on Intergovernmental Relations.



LEON B. LAMFROM

Partner in the law firm Lamfrom and Peck, Milwaukee; has made a specialty in the field of labor law since 1913; has delivered lectures on industrial relations at the University of Wisconsin, Marquette University, and before various groups throughout the country.

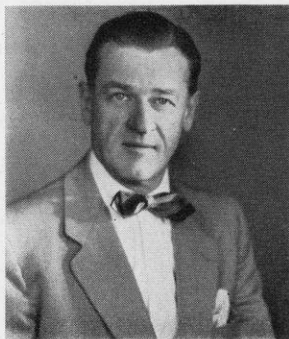


LEONARD LESSER

Legal Counsel, Social Security Department, International Union, United Auto, Aircraft, Agricultural Implement Workers of America, UAW-CIO, Detroit; CIO representative on Federal Advisory Council on Employment Security; former attorney and principal attorney in Employment Security Division, Office of General Counsel of Federal Security Agency and Office of Solicitor in Department of Labor.

LAMBERT H. MILLER

General Counsel, National Association of Manufacturers, Washington, D. C.



LOUIS H. PARENT

Assistant Counsel, Labor Relations, Line Material Division of McGraw Electric Company, Milwaukee; negotiates labor contracts for Line Material.



JAMES P. MITCHELL

Secretary, U. S. Department of Labor.



MERLYN S. PITZELE

Labor Editor, *Business Week*, New York; Chairman, New York State Board of Mediation; former instructor in economics at the University of Wisconsin; has developed educational programs for unions, negotiated contracts, settled grievances and run strikes; former head, industrial relations department, Wilson Oliver and Co., management consultant firm; was a special aide to Dwight D. Eisenhower in the 1952 presidential campaign, dealing with labor and civil rights matters.



JAMES I. POOLE

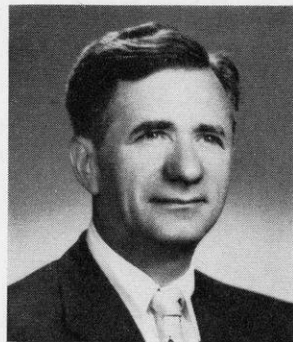
Partner in the law firm Fairchild, Foley and Sammond, Milwaukee.

**STANLEY RECTOR**

Legislative Director, Unemployment Benefit Advisors, Inc., Washington, D. C.; former Chief Counsel, Wisconsin Unemployment Compensation Agency; former Chairman, Legislative Committee of the Interstate Conference of Employment Security Agencies.

**MAX RASKIN**

Attorney at Law, Milwaukee; Counsel, State CIO; Regional Attorney, International Union UAW-CIO; represents individual unions of both the CIO and the AFL.

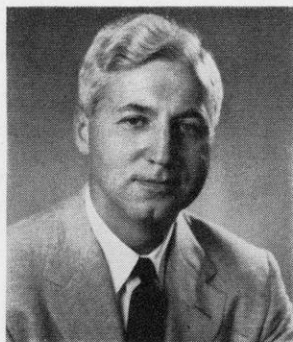
**ARTHUR M. ROSS**

Director, Institute of Industrial Relations and Professor of Industrial Relations, University of California, Berkeley; member, President's Atomic Energy Labor-Management Panel; former public member, National Wage Stabilization Board; consultant to California State Department of Employment, President's Commission on Migratory Labor, and Wage Stabilization Board; permanent arbitrator, Convoir and International Association of Machinists; former Associate Umpire, General Motors Corporation and UAW-CIO.



STUART ROTHMAN

Solicitor of Labor, U. S. Department of Labor.

**H. W. STORY**

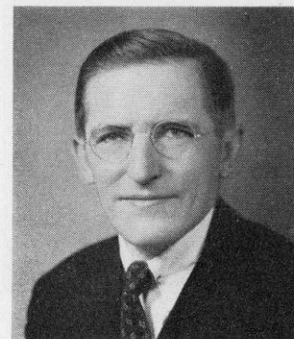
Vice-President and General Attorney, Allis-Chalmers Manufacturing Company, Milwaukee; has been engaged in direct collective bargaining negotiations and policy making since 1932; member, Legislative Advisory Committee, Wisconsin Employment Relations Board.

**BARNABAS F. SEARS**

Partner in the law firm Sears & Streit, Chicago; Vice-President, Illinois State Bar Association; former Chairman, Labor Section, Illinois State Bar Association; former Chairman, Labor Relations Section, American Bar Association.

**J. MACK SWIGERT**

Partner in the law firm Taft, Stettinius & Hollister, Cincinnati.



HERBERT S. THATCHER

Partner in the law firm Thatcher and McLellan, Washington, D. C.; formerly with Office of General Counsel, AFL; former Chairman, Labor Law Section, American Bar Association.

**ELMER E. WALKER**

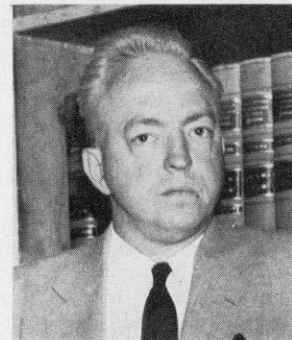
General Vice-President, International Association of Machinists, Washington, D. C.; former labor member (AFL) of Wage Stabilization Board; former AFL member of National War Labor Board; former Director, Office of Labor Consultants, Smaller War Plants Corporation; former AFL member of Ship Building Commission, National War Labor Board.

**SELWYN H. TORFF**

Partner in the law firm Seyfarth, Shaw & Fairweather, Chicago; lecturer in Industrial Management, Northwestern University.

L. N. D. WELLS, JR.

Partner in the law firm Mullinax & Wells, Dallas, Texas; General Counsel, Texas State Federation of Labor; Chairman, Section of Labor Relations Law, American Bar Association; former Associate Director, NLRB Field Division.



PAUL WHITESIDE

Vice-President, Wisconsin State Federation of Labor; Recording Secretary, Brass and Copper Workers, No. 19322; President, Kenosha Trades and Labor Council; Business Representative, Retail Clerks Locals 526 and 1403 AFL; Business Representative Meat Cutters Local No. 283; Executive Board member, Retail Clerks State Council No. 14; Treasurer, Union Co-operative Publishing Company (Publisher of *Kenosha Labor*).



EDWIN E. WITTE

Professor of Economics, University of Wisconsin, Madison; Chairman, Industrial Relations Committee, University of Wisconsin; first President of the Industrial Relations Research Association; former member, Atomic Energy Labor Relations Panel; former public member, National War Labor Board; former Director, Detroit Regional War Labor Board; former member, Wisconsin Labor Relations Board; former Executive Director of the President's Committee on Economic Security; former Secretary of the Industrial Commission of Wisconsin.



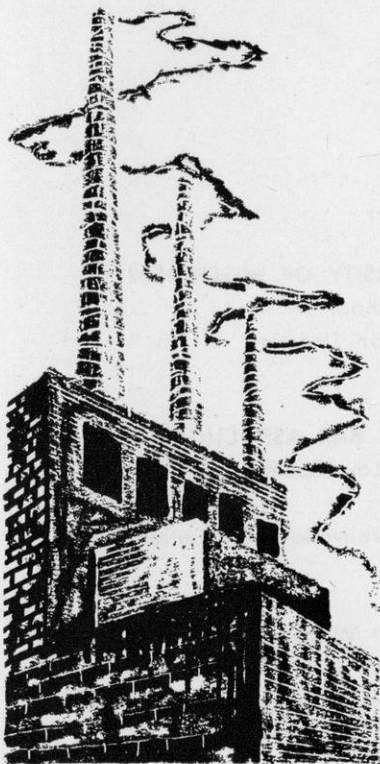
J. ALBERT WOLL

General Counsel for the AFL, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, and other labor organizations; member of Board of Directors, American Arbitration Association; member, President's Conference on Administrative Procedure.



DONALD YOLTON

International Representative, Region No. 10, UAW-CIO, La Crosse, Wisconsin; former Chairman, Bargaining Committee at Auto-Lite.



INSTITUTE PLANNING COMMITTEE

For the Wisconsin Bar Association

Philip S. Habermann, Executive Secretary of the Wisconsin Bar Association,
Madison

O. S. Hoebreckx, Robertson and Hoebreckx, Milwaukee

David Previant, Padway, Goldberg and Previant, Milwaukee

For the University of Wisconsin

August G. Eckhardt, Associate Professor of Law, and Coordinator, Extension
Services in Law

Nathan P. Feinsinger, Professor of Law, and Impartial Umpire for General
Motors Corporation and UAW-CIO

John Ritchie, Dean of the Law School

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Law School

Extension Division

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WISCONSIN BAR ASSOCIATION

Labor Law Section

In cooperation with the American Arbitration Association

and the

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