

# SELECTED REFERENCES

INDUSTRIAL RELATIONS SECTION

PRINCETON UNIVERSITY

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## JOINT STUDY COMMITTEES\*\*

### I. GENERAL

Brooks, Thomas R. "Collective bargaining: shift for the sixties." *Dun's Review and Modern Industry* (300 W. Adams St., Chicago 6), July, 1963. pp. 30-32. 75 cents.

The author of this article asks whether joint committees are "just another fad" or whether they are "a mark of a new maturity in labor relations," whether they have evolved out of the real needs of the parties or are "an outgrowth of government intervention." In his examination of the evidence he finds that year-round bargaining is developing, though he foresees the possibility of temporary setbacks. Much of the credit for the "more conciliatory frame of mind" belongs, he believes, "to the year-round committees that labor and management are making effective use of in a growing list of industries."

Chamberlain, Neil W. "Neutral consultants in collective bargaining." *Collective bargaining and the arbitrator's role*; proceedings of the fifteenth annual meeting, National Academy of Arbitrators. Washington 7. BNA, Inc. (1231 24th St., N.W.). 1962. pp. 83-96. \$8.50.

Concerned with the role of the neutral consultant in long-term problem areas, rather than in actual negotiations, and with the impact of the use of neutral consultants upon the collective bargaining process. The neutral can best serve by getting the parties to define the issue, to agree upon research procedures for approaching the problem as formulated, and by helping them to arrive at a consensus for its solution. In the discussion following this paper, George W. Taylor refers briefly to the work of the Kaiser Long-Range Committee (pp. 108-109) and Robben W. Fleming to that of the Armour Automation Committee (pp. 115-116).

Hildebrand, George H. "The use of neutrals in collective bargaining." *Arbitration and public policy*; proceedings of the fourteenth annual meeting, National Academy of Arbitrators. Washington 7. BNA, Inc. (1231 24th St., N.W.) 1961. pp. 135-155. \$8.50.

\* Compiled by Hazel C. Benjamin, Librarian.

\*\* Items from this list should be ordered directly from the publisher. Addresses are given in connection with each reference.

In view of the expected increase in difficult bargaining situations resulting from such factors as the quickened pace of technological innovation and increasingly acute cost problems, the author argues for more "voluntary private fact-finding with recommendations" by "informed neutrals to supplement the bargaining process." Six examples of such use of neutrals are discussed and evaluated. With special reference to the use of study committees, the author judges that these "will be more effective" if they are tripartite.

Neiman, Robert A. "Experiments in positive labor relations." *Personnel* (American Management Association, 135 W. 50th St., New York 10020), September/October, 1963. pp. 18-24. Members, \$1.25; non-members, \$1.75.

After citing a number of examples of various kinds of cooperative effort between managements and unions, the author argues for more joint planning and more challenging demands on workers. "New ways of working together—ways designed to help each side make more rapid progress toward its goals—can be devised by anyone who sees the opportunity and elects to take the initiative in his own area of responsibility."

Seligson, Harry. "Breakthroughs in labor-management relations." *Labor Law Journal* (4025 W. Peterson Ave., Chicago 46), June, 1963. pp. 495-507. \$1.00.

Describes briefly the "breakthroughs" in American Motors, Kaiser Steel, the basic steel industry, the West Coast longshore industry, Armour and Company, and the American Foundation on Automation and Employment. Suggests action which might be taken to enlarge these breakthroughs such as "rethinking of the premises upon which collective bargaining is built," joint legislative action on common problems, establishment of a national Economic and Social Council representing all interest groups, and joint statistical studies of such subjects as wages, prices, and costs.

Slichter, Sumner H., James J. Healy, and E. Robert Livernash. *The impact of collective bargaining on management*. Washington 36. The Brookings Institution (1775 Massachusetts Ave., N.W.). 1960. Chapter 28. "Union-management cooperation." pp. 841-878. \$8.75.

Covers the historical development of various types of union-management cooperation in the United States. The kinds of cooperation discussed are employment of outside experts by joint agreement, expert help by members of union staffs, and employee participation plans. The latter include nonincentive plans such as those used by the Baltimore and Ohio Railroad and the Tennessee Valley Authority and incentive plans such as the Scanlon Plan.

## 2. DISCUSSION OF SPECIFIC COMMITTEES

*The American Federationist* (AFL-CIO, 815 16th St., N.W., Washington 6), November, 1963. "New directions in bargaining." pp. 18-21. \$2.00 yearly.

This article tells why the better-known joint study groups and human relations committees were set up, what their powers and functions are, and how they are working out in practice.

*Business Week* (330 W. 42nd St., New York 36), March 30, 1963. "UAW urges joint studies." p. 81. \$7.00 yearly.

*Ibid.*, April 20, 1963. "Getting a jump on '64 auto talks." p. 161.

These two articles report on Reuther's proposal to the automobile companies and subsequent developments through the agreement by General Motors and Ford to the establishment of twelve-man joint committees at each company.

*Ibid.*, June 29, 1963. "Steel without strikes." pp. 25-26.

A brief summary of the accomplishments of the Human Relations Committee. A summary of developments in several other industries is also included.

*Ibid.*, August 3, 1963. "Can GE follow steel's path?" p. 35.

Brief account of the study committees set up by the General Electric Company and its two electrical unions prior to the 1963 negotiations. These joint committees "were charged with exploring problems of (1) employee benefits, (2) contract language, and (3) the arbitration of grievances."

Cushman, Edward L. "The American Motors-UAW progress sharing agreement." *Proceedings of the fourteenth annual meeting, Industrial Relations Research Association, New York City, December 28-29, 1961*. Madison 6, Wis. The Association (Sterling Hall). 1962. pp. 315-324. \$4.00.

This 1961 agreement provided for the holding of periodic conferences by the company and union leadership for the purpose of discussing, away from the bargaining table, "their philosophies, needs and common responsibilities to the community." In this paper the author discusses the philosophy behind this "consultative mechanism," and the Progress Sharing Plan.

Larry, R. Heath. "Steel's Human Relations Committee." *Steelways* (American Iron and Steel Institute, 150 E. 42nd St., New York 10017), September, 1963. pp. 16-19. On request.

A brief account of the reasons why the Committee, which represents the union and eleven companies, was established in 1960, of its method

of functioning, and of what its contribution to the relationships among the parties has been.

Livingston, Frederick R. "An approach to automation." *Proceedings of New York University fourteenth annual conference on labor*. New York 17. Matthew Bender & Co., Inc. (205 E. 42nd St.). 1961. pp. 301-311. \$13.50.

A management member of the Armour Automation Committee describes the background of the committee, its method of operation, and the subjects which it has considered. He also discusses the risks to management and the advantages of the study committee approach.

Raskin, A. H. "Approach to automation: the Kaiser plan." *New York Times Magazine* (Times Bldg., 229 W. 43rd St., New York 36), November 3, 1963. pp. 20-21, 115-116. Not sold separately.

The Kaiser progress-sharing plan was worked out in the course of three years study by a committee representing management, labor, and the public. This is a report on its first few months of operation.

Raskin, A. H. "Nonstop talks instead of nonstop strikes." *New York Times Magazine* (Times Bldg., 229 W. 43rd St., New York 36), July 7, 1963. pp. 12, 30-31. Not sold separately.

In discussing recent study committee developments, the author comments that their common denominator is "recognition that human problems created by automation are too complex to be disposed of" by crisis bargaining. In the case of steel, the success of the Human Relations Committee is attributed to free discussion at its meetings and the advance work of its subcommittees. He believes it is too soon to conclude that such efforts will lead to "economic disarmament" and that, even if they are effective, much of their ultimate success depends upon the "general vigor of the economy."

Snyder, John I., Jr. "Challenges and opportunities of automation." *Proceedings of New York University fifteenth annual conference on labor*. New York 17. Matthew Bender & Co., Inc. (205 E. 42nd St.). 1962. pp. 203-212. \$13.50.

Includes a description of the basis and program of the Foundation on Automation and Employment which is sponsored jointly by U.S. Industries and the International Association of Machinists. Brief mention is also made of the Foundation on Employee Health, Medical Care, and Welfare, another joint activity of the same two parties.