

FOR OUR INFORMATION

F.O.I. appears bi-weekly from the Public Relations Office, Room 6, for the information of all faculty, staff, and students of the New York State School of Industrial and Labor Relations, Cornell University. A Report of the Joint Legislative Committee on Industrial and Labor Conditions states, "The most satisfactory human relationships are the product not of legal compulsion but rather, of voluntary determination among human beings to cooperate with one another." In the same spirit, F.O.I. is dedicated to our mutual understanding.

DANSVILLE BREEZE PUBLISHES EDITORIAL ABOUT EXTENSION CLASS
TITLED "UNION AND COMPANY TRADE VERBAL PUNCHES"

An editorial recently appeared in the Dansville Breeze, dealing with a class held weekly by the Extension Division for shop foremen and union stewards of the Foster-Wheeler Corporation of Dansville. On request, the Dansville Breeze is printing 500 reprints for the School for distribution throughout New York State. The Dansville Breeze is rendering the School this service free of charge. The editorial follows:

"For getting together in an effort to understand one another's problems, the Foster Wheeler union and management win this week's Breeze Bouquet.

"Company foremen and department stewards have been meeting weekly for round table talks "mediated" by a representative of the School of Labor-Management Relations of Cornell University.

"The men are getting a thorough background of labor-management relations, history of the labor movement and labor legislation, including the Wagner Act and the Taft-Hartley bill. Then they're all getting a chance to put in their "two bits worth".

"That's the American way of doing things, and we think it's highly commendable. Both labor and management have strong points of argument. Much of the strife of the past two decades has been because each group has failed to understand the other's problems.

"When they sit down to talk it over with a man well versed in the problems of other industries and other unions, they are bound to improve relation."

FRANK MILLER WILL DIRECT VOCATIONAL COUNSELING
AT REED COLLEGE IN PORTLAND, OREGON

Frank Miller, graduate assistant in the Human Relations Department, will finish his thesis this month and goes to Reed College, Portland, Oregon, his alma mater, to direct vocational counseling for industries and organizations through the Portland area. He will begin his duties February 16. Miller will be in charge of developing and promoting this entire new project.

LOIS CITRIN IS AN EDITOR OF THE
COLUMBIA LAW REVIEW

Lois D. Citrin, ILR graduate, is now an editor of the Columbia Law Review. Competition runs high at Columbia for positions on the editorial staff of the Review and it is considered a distinct honor to be chosen.

WILLIAM BELLNIER WILL BECOME PERSONNEL MANAGER
OF NYE-WAIT CO. OF AUBURN

Bill Bellnier, ILR senior graduating in February, will become Personnel Manager of Nye-Wait Co. of Auburn. He will set up the program and develop the entire department of the rug manufacturing concern.

PROF. WHYTE WRITES ARTICLE FOR JANUARY ISSUE
OF THE "AMERICAN JOURNAL OF SOCIOLOGY"

An article by Professor William F. Whyte appears in the January, 1949 issue of the "American Journal of Sociology". The article is entitled, "The Social Structure of the Restaurant", and is based on a 14-month study conducted by Whyte of restaurants in the Chicgo area.

In the article, Whyte points out that the restaurant differs from the factory, in that the latter is a production unit only, while the former combines production and services, introducing the "customer element" into the human relations picture.

Whyte considers the problems that arise in the average large restaurant under three headings: (1) administration; (2) customer relationship; and (3) flow of work, and shows how the three types of problems are interrelated. The waitress, he points out, must take orders, in any given time period, from several sources, i.e., from supervisors, customers, bartenders, pantry workers - and this situation gives rise to unusual emotional tension.

"We have here", he says, "a social system whose parts are interdependent in a highly sensitive manner. Thus the emotional tension experienced by waitresses is readily transmitted, link by link, all the way to the kitchen".

Whyte also discusses other sources of friction arising to disrupt the smooth flow of work - i.e., status, sex relations, layout and equipment, communications - and concludes the article with recommendations as to methods for improving human relations in the restaurant by devoting careful attention to these considerations.

GENERAL ELECTRIC OUTLINES ITS EMPLOYEE AND
COMMUNITY RELATIONS PROGRAM FOR ILR STUDENTS

Highpoints of General Electric's employee and community relations program were presented to students of the Industrial and Labor Relations School by five members of the electronics division of GE recently in Prof. Earl Brook's Personnel Management class.

Introducing the program Clyde Harrison said, "Our employees don't live by bread alone. They are in a hungry search for significance. Our employees want to be treated with respect."

Explaining the objectives of GE's ~~community~~ relations program, William Monihan said the company aimed to be a good local business by hiring local people and by buying local products, to be good corporate and individual citizens, and to know what the community is thinking. Through open houses and plant tours, the company acquaints the community with what GE is doing.

Speaking on unions, R. D. Langdon stated that GE seeks to develop better and more constructive union leaders and union policy.

PROF. KONVITZ SPEAKS TO LEAGUE OF WOMEN VOTERS

Prof. Milton Konvitz spoke on Sunday, January 9 at 8:00 P.M. at the First Presbyterian Church in Ithaca on "What Religion Means to Me."

On January 5, at Clara Dickson Recreation Room under the auspices of the League of Women Voters, Cornell Chapter, Prof. Konvitz spoke on the control of subversive activities.

RUTH SINGER WEDS

The former Ruth Singer, now Ruth Singer Kobrin, a senior in the ILR School and editor of the Commentator, was married in New York City on December 19 to Ray Kobrin, ILR junior. The couple visited Washington, D. C. and Williamsburg, Va., on their honeymoon, and are living now at 320 Dryden Road, Ithaca.

PROF. ALPHEUS SMITH SPEAKS TOMORROW IN BINGHAMTON

Alpheus W. Smith spoke January 5 before 550 members of Local 14 (Coatmakers) Amalgamated Clothing Workers of America in Rochester following the regular union business meeting on the subject, "Some Things That Just Ain't So".

Tomorrow he will speak before the Binghamton-Elmira section of the International Association of Public Employment Services in Binghamton on "Some Psychological and Social Problems in Labor Relations".

PROF. MACLEOD DISCUSSES HISTORY OF PSYCHOLOGICAL THOUGHT BEFORE GRADUATE SEMINAR

Speaker at the Monday, January 10 graduate seminar was Dr. R. B. MacLeod, Chairman of the Department of Psychology at Cornell. Dr. MacLeod discussed the history of psychological thought, from the point of view of its development in Morrill Hall at Cornell, once world center for the study of psychology.

Morrill Hall, said MacLeod, housed the first laboratory of psychology in this country, and owed its existence to the famous E. B. Titchener, who reigned supreme in the psychological world until the mid-20's, psychology was a so-called "pure" science, concerned with an atomistic analysis of the physical components of mental life. Titchener, said MacLeod, was also a highly competent ethnologist, but regarded that study as bearing no relation to the science of psychology.

MacLeod pointed out that because of the refusal of Titchener and his immediate successors to touch such areas of research as child-development, cultural anthropology, and problems of social behavior, other departments in the university developed them outside the department of psychology.

The school of thought among psychologists which departed radically from the Titchenerian view, said MacLeod, were the so-called "functionalists", including the Gestalt school, the Watson behaviorists, the followers of Freud, and others. These men, he said, devoted their efforts to the study of human behavior relative to environment. The result has been, MacLeod concluded, that psychology no longer concerns itself with the question: "What are the physical components of mental experience?", but rather with the question: "Why do people behave as they do?"

ILR FACULTY PARTICIPATE IN CONVENTION OF INDUSTRIAL RELATIONS RESEARCH ASSOCIATION

Nine ILR faculty members recently returned from meetings of the newly formed Industrial Relations Research Association, held in Cleveland, Ohio, December 27-30. Those in attendance were: Dean M. P. Catherwood, Professors Earl Brooks, Ralph Campbell, Vernon Jensen, John McConnell, Arnold Hanson, Philomena Marquardt, N. Arnold Tolles, and J. E. Morton.

The IRRA was first organized last year in Chicago, and now boasts a total membership of 1,000, including many members of non-academic professions in the field of industrial and labor relations. First president of the organization was Professor Edwin Witte, of the University of Wisconsin, who has been succeeded by Sumner Slichter, Harvard economist.

At the Cleveland meetings, Professor William F. Whyte of the ILR School was elected to the IRRA Executive Board. Professor Vernon Jensen chaired the Nominating Committee and the Constitution Committee. Professor N. Arnold Tolles is chairman of the Committee on Teaching, which is to undertake a curriculum study in institutions presenting programs on industrial relations.

Five general topics were discussed at the meetings: (1) Wages and Prices under Collective Bargaining; (2) Public Policy Regarding Disputes Creating a National Emergency; (3) The Outlook for Social Security; (4) Collective Bargaining and Management Rights; (5) Contributions of the Various Disciplines to Industrial Relations.

PROF. BEACH'S CLASS VISITS GENERAL ELECTRIC

On Wednesday, January 12, students in Professor C. K. Beach's course, "Workers and Jobs", visited the General Electric plant, Electronics Park, Syracuse, N.Y.

Host to the group was Mr. L. F. Jeffrey, of the Employee Relations Section, who talked to the students and took charge of conducting them on a tour of the plant. Following the tour, the group was addressed by the plant's Director of Employment and the Wage Rate Administrator.

The previous week, on January 5, the class divided into two groups, one visiting Vail-Ballou, Book Manufacturers, in Binghamton, N.Y., the other visiting the offices and plant of the Syracuse Herald.

FACULTY AND GRADUATE ASSISTANTS ATTEND WINTER CONFERENCE OF THE INDUSTRIAL TRAINING COUNCIL

Professors C. K. Beach, John M. Brophy, Lynn A. Emerson, Earl Brooks, and J. James Jehring, and graduate students Nancy Barone and Felician Foltman attended the Winter Conference of the Industrial Training Council of New York State, held January 14 and 15 in Binghamton, N.Y.

International Business Machines Corporation played host to the conference, the purpose of which was to discuss factors in Planning and Developing Management Programs.

Speakers and discussion leaders at the conference included representatives from IBM, Eastman Kodak Company, Carrier Corporation, Central New York Power Corporation, Life Office Management Association, Corning Glass Works, and the New York State School of Industrial and Labor Relations.

As a part of the program, Professor J. James Jehring showed recently released training films in the field of human relations in industry.

Professor John Brophy was reelected to the post of Secretary-Treasurer, an office he held last year also. In addition, Brophy wound up the conference with a talk summarizing its work.

PEOPLE ARE WONDERFUL

Jack Cully, graduate student in ILR, will receive his Master's degree at the end of this semester, following which he will take up residence in Meadville, Pa., to teach Labor Problems and Personnel Management at Allegheny College. His rank will be that of Assistant Professor.

Erik Stahl, until recently a graduate student in ILR, writes to Jake Seidenberg as follows: "Seems that there are so many good friends, students and faculty, that I left behind at the ILR School - by no means let me forget the staff and the secretaries - that I would need much more room to mention them by name. Therefore, I leave to your discretion the transmission of wishes for success, happiness, and a wonderful New York." Erik is currently working as sales representative at Jofa, Inc., importers and wholesalers of upholstery and drapery fabrics, in New York City.

Prof. Jean T. McKelvey addressed the Cornell Women's Club of Rochester, N.Y., on Saturday, January 15, on the topic "Pioneer Aspects of the School of Industrial and Labor Relations".

Radha Das, PHD candidate in ILR, will return to India, upon receiving his degree in September, 1949. He is slated for an administrative post in connection with ten technical education schools recently started by the Indian government in the Orissa Province, Radha's home province.

Peggy Shaer Groat, former graduate student in ILR, who received her Master's degree in 1948, and whose father-in-law is a member of the Advisory Council of this School, is the mother of a son born December 23.

Barbara and Jim Miller are the proud parents of a new baby, born January 5, weighing 6 lbs. 1 oz., and named Paige Robinson Miller. Barbara was formerly secretary to Kathryn Ranck in the Student Personnel Office.

NEWS RELEASES

LAWRENCE ROGIN, EDUCATION DIRECTOR OF TEXTILE WORKERS
DISCUSSES TRENDS IN WORKERS EDUCATION

"Workers education in the labor movement has been successful in the past few years, because it has emphasized the vocational approach to every-day problems of union leaders and members", said Lawrence Rogin, Education and Publicity Director, Textile Workers Union of America, CIO, in an informal discussion, Thursday, January 13, with students at the New York State School of Industrial and Labor Relations.

"In the 30's, Rogin said, "workers' education stressed broad social issues, due to the fact that there was mass unemployment, and union organization was weak. With the growth of unions just before and during the war came a demand for 'business' courses, such as collective bargaining, public speaking, shop steward training, and parliamentary law."

Rogin told listeners that during the recent election campaign, the education curriculum in his union branched out to include instruction in the practical "hows" of political action. He concluded his talk by expressing his hope that there would be a revival of interest in courses dealing with the broader issues of social legislation, economics, government and history.

ROBERT LEVIN, EDUCATION DIRECTOR OF AMALGAMATED CLOTHING WORKERS
EXPLAINS UNIONS LEARNING-by-DOING PROGRAM

"Integrating the new member into the union is one of the primary tasks facing the education staff in the Amalgamated", said Robert Levin, Education Director, Amalgamated Clothing Workers of America, CIO, to students and staff at the New York State School of Industrial and Labor Relations, on Saturday, January 15.

Pointing out that the average new union member today takes union-won working conditions for granted, and knows little about his own union, Levin described the efforts of the Amalgamated's education program to fill the gap and orient the new member as to his rights and duties in the union.

"The main thing to remember in teaching workers, as in teaching anyone", he continued, "is that people learn not by listening but by doing. Therefore, most of our efforts are directed toward encouraging maximum participation by members in the activities of the union."

To implement the "learning-by-doing" philosophy, the Education Department of the Amalgamated is encouraging the development of local union newspapers, as well as local education, legislative, political action, and insurance committees.

"One of the outstanding facts about the American people," Levin concluded, "is that most of them are not trained to participate in a democracy. In our union, we are trying, as far as possible, to correct that situation."

"INDUSTRIAL AND LABOR RELATIONS REVIEW" FEATURES
DISCUSSION OF PRODUCTIVITY AND LIVING STANDARDS

"Living standards are determined by the available supply of goods and services", Jules Backman and Martin Gainsbrugh declare in an article appearing in the January issue of "The Industrial and Labor Relations Review", put out by Cornell University's State School of Industrial and Labor Relations.

Backman is Associate Professor of Economics at New York University, and Gainsbrugh is Chief Economist for the National Industrial Conference Board.

"Our living standards can be no more than the net product of (a) the number of people at work multiplied by (b) the hours worked multiplied by (c) productivity or average output per man hour", Backman and Gainsbrugh state. "Prices may change or we may issue more or fewer tickets or claims against this total product. But the real purchasing power is no greater than the sum total of goods we produce."

Backman and Gainsbrugh go on to say that increased consumption can only come from greater production. "As we produce more goods, there is more for all to consume in the way of better balanced diets, more clothing, better housing, more widespread education, and improved medical care".

"The rising American standard of living has been the net end product of the greater productive efficiency with which tool power has been combined with natural resources and manpower", Backman and Gainsbrugh state. "What is even more noteworthy is that this unparalleled expansion in the volume of satisfactions provided actually has been accompanied by sharp reductions in the efforts of our workers. As the application of tool power per worker or per man-hour has expanded, there was an accompanying decrease in the human energy required. We decreased our working hours from 11 or 12 hours per day and 6 days per week - the average at the turn of this century - to the standard 40-hour, five-day week of today. The secret of this miraculous performance, if there is any, is contained in the simple phrase "productivity".

Backman and Gainsbrugh point out that the word "productivity" is frequently and erroneously employed to mean "labor" productivity. Backman and Gainsbrugh are of the opinion that actually productivity is a measure of the total physical output related to the total contribution of all of the factors of production. Dr. Backman and Mr. Gainsbrugh point out that an abundance of natural resources alone will not necessarily lead to high sustained production. "China and India rank high in their native wealth. Yet each ranks low in its ability to provide its teeming population with a volume of goods and services that would be equivalent to even the lowest subsistence allowance for a modern, industrialized society."

"When increases in productivity are reflected in price reductions," Dr. Backman and Mr. Gainsbrugh declare, "all groups in the community benefit. When they are used to raise wages, only the affected workers benefit."

In addition to the article on productivity and living standards, the new January "Industrial and Labor Relations Review" includes leading articles on "Union-Management Cooperation and Production" by Robert Dubin, Associate Professor of the Institute of Labor and Industrial Relations, University of Illinois, and "The Association of Catholic Trade Unionists" by Professor Philip Taft of Brown University.

Among the shorter articles featured in the "Review" is a discussion of pensions and retirement plans as a subject of collective bargaining by Professor Vernon H. Jensen, Cornell professor and author of the book "Lumber and Labor", and an analysis of absence records and opinion polls titled "Employee Morale" by King MacRury, well-known consultant in industrial relations.

KONVITZ QUESTIONS METHODS OF TOYNBEE HISTORICAL STUDY

Speaking at the Cooper Forum on "The Multiple Dimensions of History", Dr. Milton R. Konvitz, professor in the I&LR School and editor of the "Industrial and Labor Relations Review" stated that the scientific value of Arnold Toynbee's "A Study of History" is open to serious question.

While purporting to use the scientific method in his historical investigations, the essentially religious or theological approach of Toynbee, as distinguished from the scientific method, is clearly disclosed in his recent book, "Civilization on Trial", stated Dr. Konvitz.

"He looks upon the stream of human history in the way in which God might be taken to view it, under the aspect of eternity. He sees all of the 21 civilizations, 16 of them are now dead and buried, and five of the contemporary ones on the decline or moribund, as 'philosophically' contemporaries.

"He takes as his time-scale not human history and human duration as we know it, but that of geology and comogony and states that in comparison with these orders of temporal magnitude, the civilizations of the past 6,000 years are an "infinitesimally brief span of time", and thus all civilizations can be viewed as contemporaries one with the other. Such an approach...can result in a theological but not a scientific philosophy of history.

"While denying the postulates of science, Toynbee gives the appearance of using all its trappings. Using single historical instances which he interprets in the light of Christian orthodoxy, Toynbee reaches conclusions which he offers as scientific truths.

"If we can have One World only if Christianity become the world religion, what hope, indeed, is there for humanity when we realize that Christianity is still, after 2,000 years, only a minority faith? On Toynbee's terms our civilization is fatally doomed - for his faith will not move mountains, nor will it move the Russians, the Mohammedans, the Hindus, the infidels and the pagans."

ROBERT AUSTIN, PERSONNEL DIRECTOR FOR I.B.M.
SPEAKS IN PROF. BROOKS' PERSONNEL CLASS

Robert Austin, Personnel Director of International Business Machines at Endicott, N.Y., spoke Monday, January 17 in Professor Earl Brooks' class in Advanced Personnel Management, on the topic "The IBM System of Personnel Records and Reports".

Personnel accounting by means of the punched card method, Austin explained, can be put to a variety of uses, of which the following are a few: (1) maintenance of records and reports relating to Savings and Loan Associations, Group Accident and Sickness Insurance, Savings Bond purchases, group life insurance, pension plans, and the like; (2) facilitation of wage studies, seniority lists, turnover statistics, merit rating studies, industrial accident reports, etc.

IBM renders service of this sort, Austin said, to other companies, regardless of the size of the organization. If the firm is small, IBM does not encourage rental of its equipment, but performs the service for that firm at a flat fee.

February 11, 1949

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FLO STEWART AND DON GLEASON MARRY TODAY

This morning at 10 o'clock, the former Flo Stewart became Mrs. Donald Gleason, at a small ceremony held at Newman Oratory in Ithaca.

The couple will live in Bridgeport, Conn., where, since his graduation from the ILR School in September, 1948, Don Gleason has been Union Relations Assistant for General Electric Corporation.

Flo took her leave of the ILR School on Monday, January 31, after more than two years as secretary to Dean M. P. Catherwood. She had been associated with the Dean since December, 1946, at which time he was Commissioner of Commerce for New York State.

"Born and raised" in Pine Bush, N.Y., Flo graduated from Pine Bush High School, where she was a class officer for two years, a star basketball player, and staff writer for the school yearbook. She later attended Albany Business College, and following graduation went to work for Security Supply, Inc., in Selkirk, N.Y.

Before becoming secretary to Dean Catherwood, then Commissioner Catherwood, Flo worked for the Civil Service Department of New York State and for the New York State War Council.

DELOS OTIS, DEAN OF INSTRUCTION IN BUSINESS ADMINISTRATION
AT SAMPSON COLLEGE WILL JOIN ILR SUMMER FACULTY

Professor Delos S. Otis, Dean of Instruction in Business Administration at Sampson College, Sampson, N.Y., will be a visiting professor at the ILR School during the six weeks summer session, this year. He will teach Labor History and Labor Relations Law and Legislation.

Prior to taking up his present duties at Sampson, Dr. Otis taught history at the University of Wisconsin and did administrative work in adult education for New York State, the federal government and New York University. He held administrative posts with the New York Regional War Labor Board and the New York Regional Wage Stabilization Board, and was for two years Dean of Instruction in Business Administration at Mohawk College.

HOWARD DWYER JOINS LIBRARY STAFF

Howard Dwyer, a June 1948 graduate of the ILR School, who has been employed by the National Labor Relations Board in Buffalo, has returned to Ithaca to work for Librarian Gormly Miller. Howard will be visiting various organizations throughout the State, gathering material for use by the School.

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