



Draft 10/31/07



Course Summary
MGT. M250A and PP M232
Labor Relations

Prof. Daniel J.B. Mitchell
Winter 2008 - Wednesdays, 6-8:50 PM
Room D307 Anderson

A basic course in labor relations and collective bargaining which also incorporates material related to employee discipline, discharges, and grievance-appeal settlement procedures. We will use a variety of materials (textbook, case materials, videos) and student reports on current bargaining disputes and the various case materials. Students write a term paper and take a final exam.

Schedule

Note: The class meets once a week for a 3-hour session. Each unit below is one week except where indicated.

Unit I: Introduction and History of Labor Relations in the U.S.

Unit II: Basic Institutional Structure of Labor Relations

Unit III: Union Representation Issues

Unit IV: Regulation of Internal Union Affairs (half session)

Unit V: Economics of Labor Relations (half session)

Unit VI: The Bargaining Process (2 weeks)

Unit VII: Strikes and Alternative Dispute Resolution -
Interest Disputes

Unit VIII: Dispute Resolution - Rights Disputes (2 weeks)

Unit IX: "New" and Alternative Systems of Labor Relations

Final Exam



MGT. M250A and PP M232 - Labor Relations

- Winter 2008
- Wednesdays: 6-8:50 PM, D307 Anderson Complex
- Prof. Daniel J.B. Mitchell
- Offices: A409 Collins (Anderson) and 6361 School of Public Affairs
- Office hours: Wednesday, 3:30-5 PM, in A409 Collins (Anderson), and Thursday, 1-1:50 PM, in 6361 School of Public Affairs
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- Secretary: Edgar Bravo: 310-825-2504
- Secretary's office and Prof. Mitchell's mailbox: A416 Collins (Anderson)
- Final exam: Code 23, Wednesday, March 19, 6:30-9:30 PM

Course Description:

- A basic course in labor relations and collective bargaining which also incorporates material on employee discipline and grievance-appeal settlement). We will use a variety of materials (textbook, case materials, videos) and depend heavily on student reports on current bargaining disputes and the various case materials.
- At our first class, we will organize ourselves and allocate tasks, depending on the number of enrollees.

Course Materials:

- Videos and movies: Various such references are listed on the syllabus. Prof. Mitchell uses excerpts from some of them in class. Not all can be used, obviously. Many have been put on youtube.com at: <http://www.youtube.com/profile?user=danieljbmitchell> Most of the longer items are available from commercial online outlets such as Movies Unlimited.
- Case materials: Prof. Mitchell has assembled various legal cases. Our purpose in using the legal cases is to discuss the facts and circumstances described and the policy implications of those situations rather than legal technicalities. We typically pick two or three of them a week ahead out of the menu provided on the syllabus.
- The Fossum textbook listed below is our basic text and you should read it carefully.

Sources of Readings:

- Required text: John A. Fossum, Labor Relations: Development, Structure, Process, ninth edition (McGraw-Hill/Irwin: 2006). Abbreviated as "Fossum" on the reading list.
- Cases:
 - Case files can be downloaded from the course web pages for MGT. M250A and PPM232. These are generally NLRB, court, or arbitration cases.
 - Case files can also be downloaded from the SPA intranet (folder for PPM232)

We select a few cases a week ahead in class. The syllabus provides a brief description of each. There are many cases so most are not used; the idea is to have a broad menu of options. All cases are in *.doc, *.pdf, or *.htm files. File names are shown in *italics* on the syllabus following the case description in the form *filename.doc* or *filename.pdf*. In some cases, there may be more than one file per case listed, e.g., *filename1.doc*, *filename2.doc*. Some file names look similar. Be sure to obtain the correct file. The exact use of case material will depend on course enrollment.

Project Assignments:

- Pick either a labor relations "situation" or "policy issue" and write a report about it. Examples of situations are: bargaining in the film/TV industry, bargaining with the Los Angeles County government (perhaps with a particular group), bargaining at GM, unionization of nurses, unionization of a professional sport, retiree health care and the 2007 automobile settlements, etc. Examples of issues are: public policy with regard to strike replacements, evaluation of California's Educational Employment Relations Act, current labor law and its impact on worker participation arrangements. Papers typically run around 20 pages.
- Projects will be due in class on week 9 (not 10!).
- You will find a section at the end of this syllabus entitled "General Reference Materials." Items listed there may be helpful to you in researching your project.
- *All papers will be turned in electronically using the turnitin.com service. This service gives the student an electronic receipt, but gives the instructor a) the paper and b) a color-coded guide to all sources for the paper on the Internet or ever turned into turnitin.com (at UCLA or elsewhere). Unoriginal work is readily caught. In such cases, the work is sent to the Dean of Students. Students who have submitted unoriginal work are subject to severe university penalties, often suspension. Submitting unoriginal work through turnitin.com is the academic equivalent of "suicide by cop."*

Oral Discussions:

We will rotate around the responsibility for introducing the key points in the various case-type materials we will be discussing. Example: In week 3, we have an NLRB case entitled "Westwood Health Care Center" on the reading list. If that case is one of the ones we select, you might be asked to introduce the key issues of controversy in that situation. What happened? Why? What are the main issues? If you are asked to be the oral presenter, you will be the class expert. (Others in the class will have examined the case to be able to pose questions, make observations, etc.)

Final Exam:

There will be a final examination: (Code 23) Wednesday, March 19, 6:30-9:30 PM, location to be announced if it is not in our regular classroom.

Reading List

Note: "Week" and "Unit" as used in this syllabus do not necessarily have the same number. Units refer to topics.

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Week 1: January 9, 2008

Unit I: Introduction and History of Labor Relations in the U.S.

Basic Reading: Fossum: Chapters 1 (Introduction), and 2 (The Evolution of American Labor)

In our first week's class, we look at the history and evolution of the labor relations process. How did we arrive at our current practices?

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Week 2: January 16, 2008

Unit II: Basic Institutional Structure of Labor Relations

Basic Reading: Fossum: Chapters 3 (Labor Law and Federal Agencies), and 4 (Union Structure and Government)

To Do List:

*NLRB Case: Craig Hospital and Linda J. Todd (1992) [Did an employer violate the rights of an employee to engage in concerted activity by discharging her for disclosing confidential information related to grievance processing?] *craig.doc*

*Court Case: Nick Marino v. Writers Guild of America, East; Writers Guild of America, West; Francis Ford Coppola and Mario Puzo (Ninth Circuit, 1993, U.S. App. Lexis 10885) [A screenwriter claims his union breached its "duty of fair representation" to him by not awarding him writing credits for the film Godfather III. Does he have a case?] *marino.doc*

To Choose List:

NLRB Case: Epilepsy Foundation of Northeastern Ohio (2000) [Does a nonunion employee have a right to have another employee present during a disciplinary hearing? Note: The Board's decision was upheld on appeal but not applied retroactively to this case.] *epilepsy.pdf*

NLRB Case: Ellison Media and Mary Christie (2005). [A sexual remark and an e-mail sent to the wrong person lead to discipline of nonunion employees at an ad agency. The employer has a rule prohibiting gossiping on company time and employee communications had occurred related to the remark. Can such a rule run afoul of employees' right to concerted activity?] *ellison.htm*

NLRB Case: U Ocean Palace Pavilion and Zi Zheng Yang (2005). [Nonunion employees file a lawsuit alleging backpay is owed when a restaurant closes. The owner refuses to hire them at another location, but does hire others. Was their lawsuit protected concerted activity?] *ocean.htm*



NLRB Case: Children's Studio School and Maria Firmino-Castillo (2004). [A teacher at a nonprofit charter school is not offered a renewal of employment after she holds meetings and informs management of various faculty complaints. Management says she was not renewed because of skill deficiencies. Was she engaged in protected concerted activity?] *children.htm*

NLRB Case: Analee Griffin d/b/a North Carolina License Plate Agency and Robin Harbacker (2006). [A complex tale of an attendance policy, nepotism, child care, treatment of customers, dreams of murder, and employee loyalty or disloyalty leads to the discharge of certain employees of a small employer who handled outsourced car registration functions for a state DMV. Were the employees discharged for protected concerted activity or for some other reason?] *griffin.htm*

Note: Two cases in which the union is the employer:

NLRB Case: Operating Engineers and Melvin Thoreson (2004). [Can a union that employs organizers fire one of them after he criticized a concessionary union policy in various circumstances including a union-member meeting? Is the activity of such an organizer/employee of the union engaging in protected concerted activity?] *operating.doc*

NLRB Case: Service Employees and Remzi Jaos (2005). [A union business agent is unhappy with a new system of assigning such agents to tasks. He is fired after discussing the matter with other business agents. Was he engaging in protected concerted activity?] *service.doc*

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Week 3: January 23, 2008

Unit III: Union Representation Issues

Basic Reading: Fossum: Chapters 5 (Unions: Member and Leader Attitudes, Behaviors, and Political Activities), and 6 (Union Organizing Campaigns)

NLRB Case: Westwood Health Care Center and Professional & Technical Health Care Union, Local 113, SEIU (1993) [Were nurses who were discharged for union activity "supervisors" and therefore ineligible for NLRB protections?] *westwood.doc*

NLRB Case: Tenet Healthsystem Hospitals, Inc. d/b/a Garfield Medical Center and American Federation of Nurses, Local 535, Service Employees International Union (2002) [A nurse who was active in union organizing is fired for misconduct relating to patient care. Was the firing for union activity or the alleged misconduct?] NOTE: A VERSION (modified) OF THIS CASE WAS USED AS PART OF AN ESSAY QUESTION ON A PAST FINAL EXAM IN THIS COURSE. *tenet.doc*

NLRB Case: Cedars-Sinai Medical Center and California Nurses Assn. (2004) [If union opponents during a representation election campaign received threats that others in the unit heard about, did that taint the election and require that it be re-run?] *cedars.htm*

NLRB Case: Hotel Del Coronado and Hotel Employees and Restaurant Employees (2005). [New owners take over the famous San Diego area hotel and de-recognize the existing union. Various union activists are discharged. Did the new owners have to assume the prior arrangement with the union? Were the discharges for legitimate workplace reasons or for union activity?] *coronado.htm*

Court & NLRB Decision: KI (USA) v. NLRB 1994 U.S. App. Lexis 25138 and earlier related cases. [Should an election a union won be overturned due to anti-Japanese material which became part of the election campaign? (The employer was a Japanese-owned firm.)] *ki1.doc, ki2.doc, ki3.doc*

Court Decision & NLRB Decision: Town & Country Electric v. NLRB (1995) [Are union organizers who apply for employment with a firm protected "employees" against whom employers may not discriminate?] *town.doc*

Court Decision: La Conexion Familiar and Sprint Corp. v. NLRB (1997) [Did an employer close a division because of a union organizing campaign or because of economic factors?] *sprint.pdf*

Court Decision: Case Farm of North Carolina v. NLRB (1997) [Did a union make an appeal to "ethnocentric fears" of the workforce, thus voiding a union representation election win?] *case.doc*

NLRB Decision: Boston Medical Center Corporation and House Officers' Association/Committee of Interns and Residents, Petitioner, Majority Opinion Only (1999) [Interns and residents in a public hospital had a recognized union in that context. When their hospital was merged with a private institution, were they still "employees" entitled to union representation?] *boston.doc*

NLRB Case: Wild Oats Market and Local 371, UFCW (2005). [Can an employer tell employees that "in collective bargaining you could lose what you have now" in an organizing campaign? Can it say that "when unions go on strike, wages can be lost and many have lost their jobs"?] *wildoats.htm*

NLRB Case: Macerich Management Co. and United Brotherhood of Carpenters and Joiners (2005). [The issue of union activity such as picketing in semi-public shopping centers has been contentious. Some issues of free speech are raised. In this case, a California mall operator had various rules limiting such activity. The union handbilled in proximity to mall tenants who were using nonunion contractors and was then barred by mall management. But California state law protects certain speech rights in shopping malls.] *macerich.htm*

NLRB Case: Brown University and United Automobile Workers (2004). [Are student TAs and RAs "employees" protected by labor law or are they primarily students whose function as TAs or RAs is primarily for their education?] *brown.pdf*

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Week 4: January 30, 2008 (2 units)

Unit IV: Regulation of Internal Union Affairs (half session)

Basic reading: Fossum, Chapter 3, pp. 66-68 (brief review of material already read for Week 2)

*Case: Election Officer Decision: Decision of Kenneth Conboy to Disqualify IBT President Ron Carey (1997) [Should a union president be prevented from being a candidate in a rerun election because of past election misconduct.] *carey.doc*

Unit V: Economics of Labor Relations (half session)

Basic Reading: Fossum: Chapter 7 (Union Avoidance)

Court Case: Stephen T. Aguinaga, Wayne Pappan, Janet Brown et al v. United Food and Commercial Workers (Tenth Circuit, 1993 U.S. App. Lexis 11478; 854 F. Supp. 757 U.S. Dist. 994) [Technically, a matter of attorney fees in a case involving a union's breach of its duty of fair representation involving plant closings in the meatpacking industry. Union members won considerable damages from the union. But did the union really do the wrong thing?] *morrell.doc*, *morrell2.doc*

*Court Case: Air Line Pilots Assn. v. O'Neill (1991). [The Supreme Court is asked to review a case in which pilots who lost their jobs in a bitter labor dispute at deregulated Continental Airlines charge that their union did not adequately represent them.] *pilots.doc*

NLRB Case: Capitol EMI Music v. Teamsters (1993 NLRB Lexis 577) [If an employer commits an unfair labor practice against a temp, who is responsible: the temporary supply agency or the final employer?] *capitol.doc*

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Weeks 5 and 6: February 6 and 13, 2008

Unit VI: The Bargaining Process

Basic Reading: Fossum: Chapters 8 (Environment for Bargaining), 9 (Wage and Benefit Issues), 10 (Nonwage Issues), 11 (Contract Negotiations), and 16 (Public Sector)

Guest Speaker on Feb. 13: Julie Butcher, Regional Director, Service Employees International Union, Local 721, Los Angeles and Orange Counties.

NLRB Case 1: Nielsen Lithographing Co. and Graphic Communications International Union (1991) [What information does an employer have to provide union when a company is making a profit but is demanding concessions to stay competitive?] *nielsen.doc*

NLRB Case 2: W-I Forest Products Co. and Lumber and Sawmill Workers, Local 2841 (1991) [Is a smoking ban a mandatory subject of bargaining?] *forest.doc*

NLRB Case 3: Colgate-Palmolive and Local 15, International Chemical Workers Union (1997) [Is placement of an anti-theft surveillance camera a mandatory subject of bargaining?] *colgate.pdf*

NLRB Case 4: Engelhard Corp. and Local 1430 IBEW (2004) [A union had a no-strike clause in its contract which was soon to expire. Members picketed a shareholder meeting and were suspended. Was the firm within its rights to discipline workers for such tactics?] *engelhard.htm*

Court Case: Silverman ex rel. NLRB (1995). [Did major league baseball owners commit an unfair labor practice by changing a "mandatory" employment condition unilaterally? Were the free-agency and salary arbitration clauses mandatory subjects of bargaining? This decision effectively ended a prolonged baseball strike.] *baseball.doc, basebal2.doc*

NLRB & Court Case: Retlaw Broadcasting (1999, 1997). [A union at a TV station had a contract allowing the employer to negotiate above-minimum standards with individual employees. When the contract expired, and these personal contracts became an issue, the employer refused to show the individual contracts to the union on the grounds they were confidential. What is the status of such contracts? Mandatory or permissive? Can the contents of the contracts be denied to the union by the employer?] *retlaw1.doc, retlaw2.doc*

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Week 7: February 20, 2008

Unit VII: Strikes and Alternative Dispute Resolution (Interest Disputes)

Basic Reading: Fossum: Chapter 12 (Impasses and Their Resolution)

Guest Speaker: Bill Hartman, Director, Employee Relations - West Region, Boeing.

Court & NLRB Case: West Coast Sheet Metal v. NLRB (938 F. 2d, 1991) [An employer withdraws from a multiemployer assn. which has previously agreed to interest arbitration to settle a new contract. Is the employer still bound by the agreement to use interest arbitration?] *west.doc*

NLRB Case: Rose Printing Co. & Graphics Communications Workers 304 NLRB No. 132 (1991). [Replaced economic strikers have certain rights to job vacancies. Do those rights continue if the former strikers have taken other employment? Do former strikers have rights to vacancies for jobs which are not the same as their old jobs?] *rose.doc*

NLRB Case: International Longshoremen's Assn. and Coastal Stevedoring Co. et al., (1993 & 1995) [Can a U.S. union in a labor dispute be held responsible for the actions of foreign unions who exert pressure on the employer on behalf of the U.S. union?] *ila.doc, ila2.doc*

NLRB Case: Nestle Purina Petcase Co. and United Food and Commercial Workers (2006). [At the time of a contract negotiation, an issue had arisen related to the workload of certain forklift operators. The union asked to have a time and motion study done so that it could bargain about this issue with full information. Did the union have the right to have such a study done?] *nestle.htm*

Court & NLRB Decision: NLRB v. Oregon Steel Mills (1990 [NLRB] & 1995) [Can temps be used as permanent replacements for strikers?] *oregon1.doc*, *oregon2.doc*

Court Case: Caterpillar v. United Auto Workers (1997) [Did Caterpillar, in the context of a long-standing dispute, commit and unfair labor practice by unilaterally eliminating paid leave for union grievance chairs?] *caterp.doc*

Court Case: Diamond Walnut Growers v. NLRB (1997). [Does an employer have to give an economic striker her job back when a vacancy opens if it fears sabotage?] *diamond.doc*

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Weeks 8 and 9: Feb. 27 and Mar. 5, 2008

Unit VIII: Dispute Resolution (Rights Disputes)

Basic Reading: Fossum: Chapters 14 (Contract Administration), and 15 (Grievance Arbitration).

Cases involving arbitration of rights disputes:

Supreme Court Case: United Paperworkers International Union v. Misco, Inc. (1987) [Should courts uphold an arbitrator's ruling reinstating an employee discharged for drug use?] *misco.doc*

Court & NLRB Case: NLRB v. N.Y. Telephone Co. (930 F.2d 1009, 1991) [What information must an employer provide so that a union can process a grievance regarding demotion?] *nyphone.doc*, *nytnlrb.doc*

NLRB Case: Safeway Stores, Inc., and Frank Hawkins (1991) [What rights to representation does an employee asked to take a drug test have?] *safeway.doc*

Court Case: Tristar Pictures vs. Director's Guild of America [Did the arbitrator overstep his authority when he allowed a director to remove his name from a film which the distributor edited in a way the director disapproved?] *tristar1.doc*

Court case: Buford v. Runyon (1998) [Did a union fail to meet its duty of fair representation by omitting certain evidence in the case of a postal worker who threatened to "go postal," i.e., use a gun on another employee?] *postal.doc* (Do NOT confuse with *postal.pdf*!!!)

NLRB Case: New Jersey Bell Telephone Co. and Local 827, IBEW (1992) [An employer suspected two employees of vandalism. The employees requested a union representative be present during a disciplinary investigative interview. When the representative vociferously objected to certain questions, the employer asked him to leave. And when he didn't, the employer called the police and had him arrested. Was the representative within his rights to object to questions? Did the employer commit an unfair labor practice by having him arrested?] *njbell.doc*

NLRB Case: California Newspapers Partnership and Northern California Media Workers Guild (2004). [Can a newspaper take action to limit the right of a reporter on conflict-of-interest grounds to testify on behalf of his union before a city council meeting?] *calnews.htm*

Court Case: Kraft Foods, Inc., Plaintiff, Appellant, v. Office and

Professional Employees International Union, AFL-CIO, CLC, LOCAL 1295 (2000) [A union challenges a company's above-scale payment in a two-tier wage plan in a strategic move to obtain full pay for all new hires. An arbitrator agrees that the company violated the contract and orders back pay for the second tier. Did the arbitrator exceed his authority to fashion a remedy?]
kraft.doc

Arbitrator decisions in rights disputes:

Arbitration Case 1: Hilite Industries and IBEW (1993) [An employer reclassifies employees on the basis of job duties and lowers their pay. Is the resulting grievance arbitrable? If so, was the employer entitled to reduce pay?] *hilite.doc*

Arbitration Case 2: Beverly Enterprises and UCFW (1993) [Was it insubordination for an employer in a health care facility to refuse an assignment which might have aggravated a pre-existing back injury?]
beverly.doc

Arbitration Case 3: Vermont Dept. of Social Welfare and Vermont State Employees' Assn. (1993) [A contract provision entitles employees who receive official layoff notices to take lower status jobs but receive protection of their pay rates. Do employees who receive informal notice of impending layoff and who accepted other jobs enjoy the same pay protection?] *vermont.doc*

Arbitration Case 4: Deaconess Medical Center and Spokane Medical Engineers Assn. (1993) [Could an employer under an agreement with anti-subcontracting language contract out work which did not cause any job loss in house?]
deacon.doc

Arbitration Case 5: Mt. Healthy Board of Education and Mt. Healthy Teachers Association (1993) [Was the decision to transfer certain teachers involuntarily from a school with declining enrollment made arbitrarily?]
healthy.doc

Arbitration Case 6: Arbitration Between New York City School Board and District Council 37 AFSCME Re: "MP" (2001) [Was discharge appropriate for a school aide with an absenteeism problem?] *mp_decision.pdf*

Arbitration Case 7: Arbitration Between New York City School Board and District Council 37 AFSCME Re: "VA" (2001) [Did employer's failure to produce witness preclude discipline for food service worker involved in altercation with another employee and a teacher and alleged anti-gay comments?]
va_decision.pdf

Arbitration Case 8: Arbitration Between New York City School Board and Council of Supervisors and Administrators (2002) [End of "social promotion" led to projections of increased summer enrollments. Did employer deny vacation time to 3 principals in an arbitrary and capricious manner during summer school term?] *vacation_decision.pdf*

Arbitration case 9: Arbitration Between U.S. Postal Service and Branch 28, National Assn. of Letter Carriers (2001). [Contract provides that management will periodically conduct "inspections" involving route changes and that once finalized, the new routes are to be implemented within 52 days with limited exceptions. In this case, management took longer than 52 days claiming that valid operational circumstances required the delay. According to the union, the delays caused member hardships. Was the contract violated? If so, what should be the remedy?] *postalarb.pdf* (Do NOT confuse with file *postal.doc*!!!)

Arbitration case 10: Alta California Regional Center and Service Employees International Union Local 535 (2001). A Sacramento nonprofit organization working with the disabled. [Two employees, unhappy with a scheduling change, requested assistance of their shop steward. The supervisor - to whom the grievance over scheduling was presented - felt that the behavior of the shop steward was inappropriate. The employer - as a result - disciplined the steward. In a related case, the employer refused to allow another union official be present at an interview with some employees and insisted that it would only allow a particular shop steward. Was the contract violated by these actions? What about external labor law - since in the second case the NLRB deferred to the arbitrator?] *altacalifarb.doc*

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Week 10: March 12, 2008

Unit IX: "New" and Alternative Systems of Labor Relations

Basic Reading: Fossum: Chapters 13 (Union-Management Cooperation), and 17 (Survey of Labor Relations in Market Economies)

Optional Legal Reference: Getman: Chapter 5 (Nature of Labor Management Relations), Chapter 7 (International)

NLRB Case: Electromation and International Brotherhood of Teamsters, Local Union No. 1049 and "Action Committees" (1992). [Are committees for employee representation to be viewed as illegal "company unions"?] *electro.doc* Note: Background for case 1: Electromation v. NLRB (1994) [A court of appeals decision upholding the NLRB] *electapp.doc*

NLRB Case: Elmira College and Elmira College Faculty Guild and NEA (1992) [Are faculty who participate in some aspects of college decision making to be considered part of management and therefore ineligible for NLRB procedures and protections?] *elmira.doc*

NLRB (ALJ) Case: Washington County Mental Health Services, Inc., and American Federation of State, County and Municipal Employees Council 93 (2000) [A nonprofit organization established a committee whereby staff members could participate in managerial decisions. Indeed, the committee clearly made managerial decisions, not just participated in them. Later, a union attempted to organize the staff, failed, and argued that the organization had committed an unfair labor practice by operating an illegal company union. Was the committee a company union? Or was it just a part of management?] *washcty.doc*

Exam Week: Final exam on Wednesday, March 19, 6:30-9:30 PM (Code 23), in location to be announced if it is not in our regular classroom.

General Reference Material

Note: The various laws to regulating labor relations at the federal level are on the course webpages.

William W. Osborne, Jr., ed., Labor Union Law and Regulation (Washington: BNA, 2003).

- Summary of legal framework regulating internal union affairs

David J. Walsh, Employment Law for Human Resource Practice (No City: Thomson South-Western 2004).

- Legal framework surrounding issues other than union-management relations

Julius G. Getman, Bertrand B. Pogrebin, and David L. Gregory, Labor Management Relations and the Law, second edition (Foundation Press, 1999).

- Legal review.

Bureau of National Affairs, Inc. (BNA), Directory of Labor Organizations

- Periodic directory of unions
- Data on unionization

C. R. Spomer, ed., American Directory of Organized Labor Unions: Local Agreements, and Employers (Detroit: Gale Research, 1992).

Daily Labor Report [BNA] (at Maps & Govt. Info, YRL)

- Reports on collective bargaining developments
- Reports on laws, regulations, pending legislation
- Biweekly data on collective bargaining settlements
- Reproduction of labor-related govt. press releases

California Employee Relations Report [BNA] (at Maps & Govt. Info, YRL)

- Biweekly report on state labor developments

Compensation and Working Conditions, U.S. Bureau of Labor Statistics (BLS) online publication at www.bls.gov

- Listing of major strikes in progress
- Employment Cost Index which shows union vs. nonunion pay trends quarterly
- Annual breakdown of composition of pay (wages, various benefits) on union and nonunion basis

G. Fink, Labor Unions (Westport, Conn.: Greenwood Press, 1977).

- One-volume encyclopedia of U.S. unions (brief histories)

G. Fink, Biographical Dictionary of American Labor (Westport, Conn.: Greenwood Press, 1984).

- One-volume listing of short biographies

H. Roberts, Roberts' Dictionary of Industrial Relations (Washington: BNA, 1971).

- Key terminology

R. Emmett Murray, The Lexicon of Labor (New York: The New Press, 1998).

- Key terminology

R. Doherty, Industrial and Labor Relations Terms: A Glossary, 5th ed. (Ithaca, N.Y.: ILR Press, 1989).

- Key terminology

J. Shafritz, The Facts on File Dictionary of Personnel Management and Labor Relations, second edition (No city: Facts on File, 1985).

- Key terminology

M. Volz & E. Goggin, eds., "Elkouri and Elkouri," How Arbitration Works, (Washington: BNA, periodically updated).

- Standard reference guide to arbitration, originally produced by the Elkouris (hence the name continues under new auspices). Mainly deals with rights arbitration but includes chapter on interest disputes.

Source Book on Collective Bargaining & Employee Relations, BNA

- Annual publication which includes economic data and legal decisions

Barry T. Hirsch and David A. Macpherson, Union Membership and Earnings Data Book: Compilations from the Current Population Survey (Washington: BNA, annual).

- Data on membership and earnings by state, area, sex, occupation, industry
- See also www.unionstats.com

Leo Troy and Neil Sheflin, Union Sourcebook: Membership, Structure, Finance, Directory (West Orange, N.J.: Industrial Relations Data Information Services, 1985).

- Historical data on union membership

"The Role of Unions" in World Bank, Workers in an Integrating World (New York: Oxford University Press, 1995), chapter 12.

- Role of unions in economic development

Public Sector Materials

Government Employee Relations Report [BNA]

- Similar to Daily Labor Report but weekly
- Covers public sector at all levels

California Public Employee Relations (CPER), UC-Berkeley Institute of Industrial Relations

- Bi-monthly publication on state public sector labor relations
- Special "pocket guides" to California labor relations laws and issues:

Examples:

Pocket Guide to the Meyers-Miliias-Brown Act (July 1993)

Pocket Guide to the Educational Employment Relations Act (Feb. 1992)

Census of Governments, U.S. Bureau of the Census

- Covers state and local governments
- Appears every 5 years

Some material on unionization

B. Aaron, J. Najita, & J. Stern, Public-Sector Bargaining, 2nd ed. (Washington: BNA, 1988).

- General review of literature and evidence

R. Freeman & C. Ichniowski, When Public Sector Workers Unionize (Chicago: University of Chicago Press, 1988).

- Research studies sponsored by National Bureau of Economic Research

R. Freeman, "Unionism Comes to the Public Sector," Journal of Economic Literature, vol. 24 (March 1986), pp. 41-86.

- Review of the literature through mid 1980s

Public Employees Dept., AFL-CIO, Public Employees Bargain for Excellence: A Compendium of State Public Sector Labor Relations Laws, 1997.

- Summary of state laws (sometimes more than one law per state)

D. Belman, M. Gunderson, D. Hyatt, eds., Public Sector Employment In a Time of Transition (Madison, Wisc.: IRRRA, 1996).

- Review of research on public sector issues

Jonathan Brock and David B. Lipsky, eds., Going Public: The Role of Labor-Management Relations in Delivering Quality Government Services (Champaign, Ill.: IRRRA, 2003).

- Review of research and practice in the public sector

"Classic" Books

S. Perlman, Theory of the Labor Movement (New York: Augustus M. Kelley, 1949 [1928]).

- Analysis of U.S. tendency toward "business unionism" relative to Europe

J. Dunlop, Industrial Relations Systems (New York: Henry Holt, 1958).

- 3-actor model: mgmt., labor, govt. creating "web of rules" at workplace
- The phrase "industrial relations system" is still widely used

A. Ross, Trade Union Wage Policy (Berkeley, Calif.: University of California Press, 1948).

- Emphasizes "political" rather than "economic" functioning of unions
- Analysis of "coercive comparisons" of wages and pattern bargaining

R. Lester, As Unions Mature (Princeton, N.J.: Princeton University Press, 1958).

- Argues that labor relations rules of the game had been set by 1950s

H.G. Lewis, Unionism and Relative Wages in the United States (Chicago: University of Chicago Press, 1963).

- Based partly on earlier studies; union wage premium put at 10-15%

R. Walton & R. McKersie, A Behavioral Theory of Labor Negotiations (New York: McGraw-Hill, 1965). [An update was published in 1991.]

- First major noneconomic, nonlegal, nonhistorical treatment
- Distributive vs. integrative bargaining

S. Lipset, M. Trow, & J. Coleman, Union Democracy (Garden City, N.Y.: Anchor Books, 1956).

- Famous study of internal politics of a printing trades union
- Low salaries for officials kept union democratic by reducing incentive for union leaders to hang on to their offices

S. Slichter, J. Healy, E.R. Livernash, The Impact of Collective Bargaining on Management (Washington: Brookings, 1960).

- Case studies and examples

S. Gompers, Seventy Years of Life and Labor (Ithaca, N.Y.: ILR Press, 1984 [1925]).

- Autobiography of founder of AFL
- The way it was

J. Commons & Associates, History of Labour in the United States (New York: MacMillan, 1918-1935).

- First history (multi-volume) of its type, going back to colonial period

More Recent Books

M. Levitt (with T. Conrow), Confessions of a Union Buster (New York: Crown, 1993).

- A book that received much publicity. It may not be entirely "true" confessions, however. The author dedicates the book to his wife but depicts her as a money-hungry felon in the text!

D. Lewin and R. Peterson, The Modern Grievance Procedure in the United States (New York: Quorum Books, 1988).

D. Lewin, D.J.B. Mitchell, and M.A. Zaidi, eds., The Human Resource Management Handbook: Part II (Greenwich, Conn.: JAI Press, 1992), section II.

D. Lewin, O.S. Mitchell, and P.D. Sherer, eds., Research Frontiers in Industrial Relations and Human Resources (Madison, Wisc.: IRRA, 1992).

D. Mitchell, Unions, Wages, and Inflation (Washington: Brookings, 1980).

- Wage determination in collective bargaining sector
- Predicts rise of union wage premium in 1970s would cause future problems (which it did)

R. Flanagan, Labor Relations and the Litigation Explosion (Washington: Brookings, 1987).

- Critique of NLRB legalism from economic perspective

R. Freeman & J. Medoff, What Do Unions Do? (New York: Basic Books, 1984).

- General review of union economic impact
- Two face model: monopoly vs. voice

W.B. Gould, Agenda for Reform: The Future of Employment Relationships and Law (Cambridge, Mass.: MIT Press, 1993).

- The views of Clinton's chair of the NLRB - but while he was still a Stanford professor.
- Labor law, wrongful discharge, participation, U.S. vs. Canada.

T. Kochan, H. Katz, & R. McKersie, The Transformation of American Industrial Relations (New York: Basic Books, 1986).

- Documents "strategic" decision of mgmt. to avoid unionization

S. Jacoby, Employing Bureaucracy: Managers, Unions, and the Transformation of Work in American Industry, 1900-1945 (New York: Columbia University Press, 1985).

- American personnel practices develop during first half of 20th century

S. Jacoby, Modern Manors: Welfare Capitalism Since the New Deal (Princeton: Princeton University Press, 1997).

- Development of nonunion personnel practices

H.G. Lewis, Union Relative Wage Effects: A Survey (Chicago: University of Chicago Press, 1986).

- Update of previous "classic" study

G. Strauss, D. Gallagher, & J. Fiorito, The State of the Unions (Madison, Wisc.: IRRRA, 1991).

- General review of major topics

P. Weiler, Governing the Workplace: The Future of Labor and Employment Law (Cambridge, Mass.: Harvard University Press, 1990).

- New forms of employee representation needed; something like works councils

R. Edwards, Rights at Work: Employment Relations in the Post-Union Era (Washington: Brookings Institution, 1993).

- Argues that nonunion workers should have contracts from employers.
- Employers would choose from various personnel handbook options (mandated).

P. Voos, Contemporary Collective Bargaining in the Private Sector (Madison, Wisc., IRRRA, 1994). Case studies of various industries as of the early 1990s:

- Paper
- Meatpacking
- Aerospace
- Autos
- Auto supply
- Trucking
- Telephone
- Textiles
- Construction
- Hotels and restaurants
- Agriculture

D. Lipsky & C. Donn, Collective Bargaining in American Industry (Lexington, Mass.: Lexington Books, 1987). Cases studies of various industries in 1980s:

- Autos
- Farm equipment
- Tires
- Telephone
- Airlines
- Sports
- Higher education
- Police

G. Somers, Collective Bargaining: Contemporary American Experience (Madison, Wisc: IRRRA, 1980). Case studies of various industries in 1970s:

- Coal
- Construction
- Trucking
- Steel
- Electrical equipment
- Agriculture
- Airlines

- Hospitals
- Postal Service
- Education

L. Mishel & P. Voos, Unions and Economic Competitiveness (Armonk, N.Y.: M.E. Sharpe, 1992).

- Argues that unions do not lead to non-competitiveness.

M. Finkin, ed., The Legal Future of Employee Representation (Ithaca, NY: ILR Press, 1994).

- Symposium discussing such proposals as non-majority representation, works councils, company unions, etc.

B. Kaufman, ed., Government Regulation of the Employment Regulation (Madison, Wisc., IRRA, 1997)

- Review articles dealing with interpretation of, and regulation of, such areas as collective bargaining, job safety and health, and affirmative action. Evaluation of the process of government regulation.

L. Troy, Beyond Unions and Collective Bargaining (Armonk, NY: M.E. Sharpe, 1999).

- Argues that unionization decline will continue in the private sector.

R. Freeman and J. Rogers, What Workers Want (Ithaca, NY: ILR Press, 1999).

- Surveyed workers want some type of "voice" in the employment relationship.

B. Kaufman, The Origins and Evolution of the Field of Industrial Relations in the United States (Ithaca, NY: ILR Press, 1993).

- Development of the IR field over the 20th century.

J. Bennett and B. Kaufman (eds.), The Future of Private Sector Unionism in the United States (Armonk, NY: M.E. Sharpe, 2002).

- Symposium originally appearing in an academic journal.

B. Kaufman and D. Taras (eds.), Nonunion Employee Representation: History, Contemporary Practice, and Policy (Armonk, NY: M.E. Sharpe, 2000).

- Symposium on 20th century developments.

A. Eaton and J. Keefe (eds.), Employment Dispute Resolution and Worker Rights in the Changing Workplace (Champaign, Ill.: IRRA, 1999).

T. Baker, Doing Well By Doing Good: The Bottom Line on Workplace Practices (Washington: Economic Policy Institute, 1999).

- Case studies examined.

J. Cutcher-Gershenfeld, R. McKersie, and R. Walton, Pathways to Change: Case Studies of Strategic Negotiations (Kalamazoo: Upjohn, 1995).

- Cases involving successes and failures.

A. Shostak, CyberUnion: Empowering Labor Through Computer Technology (Armonk, NY: M.E. Sharpe, 1999).

- Argues that new technology can advance union agenda.

J. Najita and J. Stern (eds.), Collective Bargaining in the Public Sector: the Experience of Eight States (Armonk, NY: M.E. Sharpe, 2001).

- Public sector experience and policy (including California).

S. Estreicher and S. Schwab (eds.), Foundations of Labor and Employment Law (New York: Foundation Press, 2000).

- Economic analysis of labor law policy.

P. Clark et al. (eds.), Collective Bargaining in the Private Sector (Champaign, IL: IRRRA, 2002).

- Airlines
- Autos
- Health care
- Hotels and casinos
- Newspapers
- Professional sports
- Telecommunications
- Trucking

Alan Hyde, Working in Silicon Valley: Economic and Legal Analysis of a High-Velocity Labor Market (Armonk, NY: M.E. Sharpe, 2003).

- Employment issues in the new labor market

K.V.W. Stone, From Widgets to Digits: Employment Regulation for a Changing Workplace (New York: Cambridge University Press, 2004).

- Globalization, etc., and the impact on employment relations

B.E. Kaufman (ed.), Theoretical Perspectives on Work and Employment Relations (Champaign, IL: IRRRA, 2004).

- Alternative models and views of the employment relationship

J.W. Budd and J.G. Scoville (eds.), The Ethics of Human Resources and Industrial Relations (Champaign, IL: LERA, 2005).

- Theory and case studies in the ethics of the employment relationship

B.E. Kaufman, The Global Evolution of Industrial Relations: Events, Ideas and the IIRA (Geneva: International Labor Office, 2004).

- Argues that the IIRA spread industrial relations thinking from the U.S. to other countries.

R. Milkman (ed.), Organizing Immigrants: The Challenge for Unions in Contemporary California (Ithaca: ILR Press, 2000).

- Examines union organizing campaigns for janitors and other workers.

R. Milkman, Immigrant Workers and the Future of the U.S. Labor Movement (New York: Russell Sage, 2006).

- Draws on California experience and argues that unions that came from the older AFL craft tradition have an advantage over former CIO unions under contemporary labor market conditions.

D. Lewin (ed.), Contemporary Issues in Employment Relations (Champaign: Labor and Employment Relations Association, 2006).

- Review of various bargaining and other employment issues in the US and EU.

J. Bennett and B. Kaufman (eds.), What Do Unions Do? A Twenty-Year Perspective (New Brunswick: Transaction Publishers, 2007).

- New research since Freeman and Medoff (above) and on the Freeman and Medoff conclusions.

R. Freeman, P. Boxall, and P. Haynes (eds.), What Workers Say: Employee Voice in the Anglo-American Workplace (Ithaca: ILR Press, 2007).

- Survey evidence from the U.S. Britain, Ireland, Canada, Australia, and New Zealand on what kind of representation and participation workers want

Relevant Journals, Proceedings, Reports

Proceedings: Labor and Employment Relations Assn. (formerly Industrial Relations Research Association)

- Winter meetings appears as a special volume
- Spring meetings at one time appeared in Labor Law Journal (August) but no longer do

Industrial and Labor Relations Review (Cornell)

- Academic journal

Industrial Relations (UC-Berkeley)

- Academic journal

Journal of Labor Research (George Mason Univ.)

- Academic journal

Journal of Labor Economics (Univ. of Chicago Press)

- Academic journal

Advances in Industrial and Labor Relations (Elsevier)

- Academic hardcover journal which appears periodically

Labor Law Journal, Commerce Clearing House, Inc.

- Articles by lawyers, academics, govt. officials

Comparative Labor Law and Policy Journal (Univ. of Pennsylvania)

- International articles

International Labour Review, International Labour Organisation

- International articles

Transfer: European Review of Labour and Research, European Trade Union Institute

- European articles

Journal of Collective Negotiations in the Public Sector (Baywood Publishing Co.)

Journal of Individual Employment Rights (Baywood Publishing Co.)

WorkingUSA (M.E. Sharpe, Inc.)

Annual Reports: National Labor Relations Board

- Data on case load, unfair labor practices, elections
- Summary of agency decisions

Annual Reports: Federal Mediation and Conciliation Service

- Data on mediation efforts, arbitration referrals
- Summary of agency activities

State of California Labor, UC Institute for Labor and Employment.

- Annual publication focusing on California but discontinued after 2004.

U.S. Commission on the Future of Worker-Management Relations, Fact Finding Report, May 1994 (Washington: U.S. Dept. of Labor, 1994). Also reproduced as special supplement to Daily Labor Report, June 3, 1994. Report and Recommendations, December 1994 (Washington: U.S. Dept. of Labor, 1994 [actually appeared in early 1995]). Also reproduced as special supplement to the Daily Labor Report, January 10, 1995.

- Review of general labor market conditions
- Interpretation and data on unfair labor practices, representation elections
- Trends in employment litigation
- Cooperative efforts
- Recommendations of the Commission

Report of the U.S. Secretary of Labor's Task Force on Excellence in State and Local Government Through Labor-Management Cooperation, Working Together for Public Service (Washington: DOL, 1996).

- Examples of success stories
- Findings of the task force

Data related to union membership and work stoppages are available at www.bls.gov. See also www.unionstats.com.

Professional Associations

Labor and Employment Relations Assn., formerly Industrial Relations Research Association (national)

- Membership of academics, managers, labor officials, neutrals
- Publishes an annual research volume and two proceedings

Southern California Industrial Relations Research Association

- Local branch of LERA but still using the old (IRRA) name
- Note: Similar chapters in San Diego, Orange County, Inland Empire

International Industrial Relations Association

- Connected to the International Labour Organisation (Geneva)
- Holds regional and world congresses

International Information

The International Labour Organisation is an international organization associated with the United Nations which establishes international labor standards. www.ilo.org The September 1994 Monthly Labor Review was devoted to the ILO in celebration of the organization's 75th anniversary.

Campus Resources

Institute of Research on Labor and Employment (formerly Institute of Industrial Relations) www.irle.ucla.edu

- Periodic guest lecture and other programs announced throughout the year
- UC-Berkeley has a similar Institute www.irle.berkeley.edu

Maps and Govt. Information service of University Research Library

- Most govt. publications

- Many subscription services such as Daily Labor Report

On the Web

Government agencies such as the U.S. Bureau of Labor Statistics and the National Labor Relations Board maintain web sites from which information and data can be downloaded. Most have obvious e-mail addresses, e.g., www.bls.gov and www.nlr.gov. Web sites exist for the International Labour Organisation and other international agencies. All major unions and the AFL-CIO have web sites, e.g., www.teamster.org.

Videos and Audios

We use excerpts from some of the items listed below depending on time availability. The full videos and audios are often available through such sources as Amazon.com, Moviesunlimited.com, libraries, etc. Prof. Mitchell's youtube channel - which contains video material related to this and other courses he teaches - is at:

<http://www.youtube.com/profile?user=danieljbmitchell>

Unit I: Introduction and History of Labor Relations in the U.S.

Molly Maguires [Sean Connery and Samantha Eggar in a 1970 drama about violence in Pennsylvania coal mines in the 1870s]

Matewan [Coal mining - this time in the 1920s - starring James Earl Jones; a film by John Sayles (1987)]

Harlan County, U.S.A. [Coal mining, now in the early-to-mid 1970s. A documentary about a strike and electoral reform in the Mine Workers union.]

The Killing Floor (Public TV program) [World War I era drama in the meatpacking industry. Racial tensions rise as blacks from the south enter the Chicago meatpacking industry during the wartime boom. Based on actual events.]

Dangerous Hours (1920 - silent) [Film made to warn of the danger that radical immigrant Bolshevik agitators will take over the unions of "real" Americans. An American is duped by agitators until brought to his senses by the true love of an employer, a female shipyard owner. Originally entitled Americanism vs. Bolshevism and endorsed by the AFL.]

Gabriel Over the White House (1933) [William Randolph Hearst apparently had a hand in writing this film which illustrates the precarious state of society due to the Great Depression. A president is elected in 1933 who fails to perform until the Angel Gabriel intervenes. With divine inspiration, he then ends the Depression, averts the next World War, and rids the U.S. of gangsters.]

American Experience, 1900 (coal strike excerpt)

Modern Times (feeding machine excerpt - parody of Taylorism)

Clockwork: documentary on Taylorism

Our Daily Bread (film extols cooperatives as solution to Great Depression)

Golddiggers of 1933: Excerpt - finale salute to "forgotten man," WWI veterans who are jobless after fighting for their country. Major theme in this era.

Heroes for Sale: As in the film above, focus on mistreatment of WWI veterans in Depression.

Metropolis: Silent German film of 1920s expresses angst over a future of workplace regimentation.

Footlight Parade (NRA excerpt)

March of Time, Part 1, Fred Perkins and NRA
March of Time, Part 5, AFL vs. CIO
March of Time, Part 6, Court packing/Wagner Act
Peoples' Century - On the Line - Ford excerpts
Peoples' Century - Breadlines - Bonus March
Century (ABC), Part 5, NRA and textiles

Depression I: Job at Ford/\$5 per day, Ford closes, Ford strike
Depression IV: San Francisco general strike
Depression V: NRA excerpt

Background audio: When You Come Back (WWI recording)

Audio: Reagan campaigns (as liberal Democrat at the time) for Truman against Taft-Hartley in 1948 presidential campaign.

Unit II: Basic Institutional Structure of Labor Relations

On the Waterfront [1954 drama about corruption in New York City longshoring starring Marlon Brando, Eva Marie Saint, and Rod Steiger among others); music by Leonard Bernstein]

F.I.S.T. [1978 fictionalized drama based on the Teamsters with Sylvester Stallone as Jimmy Hoffa (under a different name)]

Hoffa [1992 film with Jack Nicholson as Jimmy Hoffa (without a name change)]

Patterns - excerpt [1956 film written by Rod Serling, creator of "Twilight Zone." In it executives claw their way to the top. However, the Industrial Relations guys are worried about the "human side" of things in contrast to the hard-charging CEO.]

I'm All Right Jack: comedy, excerpt on time-and-motion study in 1950s UK

Nine to Five: excerpt - concerted activity on pay

Unit III: Union Representation Issues

Norma Rae [1978 film with Sally Fields (Oscar for best actress), Ron Liebman, and Beau Bridges in an organizing campaign of southern textile workers, based on an actual campaign involving J.P. Stevens (with name changed).]

Bread and Roses [2000. A fictionalized drama based on the Justice for Janitors organizing campaign in L.A. Illustrates alternative organizing tactics.]

Occupation [2002 video documentary about the living wage campaign at Harvard University for its low-wage staff. Like Bread and Roses (above), it illustrates alternative organizing tactics for low-wage employees. Narrated by Ben Affleck.]

The Devil and Miss Jones [(1941) Rather silly comedy about organizing in a department store. The store owner pretends to be an employee to gather information on the agitators and discovers they are nice folks.]

Unit IV: Regulation of Internal Union Affairs

See the references to On the Waterfront, F.I.S.T., and Hoffa under Unit II.

L.A. Mob: Bioff/Hollywood excerpt

Unit V: Economics of Labor Relations

American Dream: Oscar-winning documentary illustrates the impact of changes in economic conditions during the 1980s on the meatpacking industry. A local union in Austin, Minn. (where Spam is made) tries to maintain its wage above the level negotiated at other firms and locations, putting itself in conflict both with management and its parent national union.

Wall Street: Airline caught in takeover drama, greed is good speech

Germinal: Excerpt - impersonal wages

Unit VI: The Bargaining Process

Audio: Former negotiators Gerald Meyers (American Motors) and Douglas Fraser (United Auto Workers) discuss the dynamics of negotiations. National Public Radio interview: 7/21/98.

Videos: Waldenville I & II [U.S. Dept. of Labor and FMCS video about a municipal negotiation. Special public sector issues are on the table such as a residency rule and grievance arbitration vs. civil service procedure. Also at issue are contracting out, contract duration, wages, and COLA. Eventually, a mediator is called in. In the background are electoral politics, budget pressures, and the implicit issue of collective bargaining vs. govt. sovereignty.]

Bargaining film: An Inside Look at Collective Bargaining [American Arbitration Assn. 1978 film of negotiations after a contract is rejected by the rank and file. The union's internal politics and divergence of interest within the workforce complicate reaching a settlement.]

Pajama Game [A musical (!) about a labor relations dispute in a pajama factory starring Doris Day and John Raitt. (She is labor; he is management.) - 1954]

The Organizer: Excerpt - misinformation affects strike outcome in 19th century Italy.

Unit VII: Strikes and Alternative Dispute Resolution - Interest Disputes

March of Time, Part 2 (Strikebreaking)

Audio: Truman radio address on rail strike 1946

Salt of the Earth [1954 film made by blacklisted Hollywood filmmakers about a copper strike in New Mexico. Widely condemned at the time but now seen as a feminist classic.]

The Killing Floor (see above - interest arbitration excerpt)

The Organizer (see above)

Unit VIII: Dispute Resolution - Rights Disputes

Video: Arbitration: The Truth of the Matter

Video: The Seven Tests of Just Cause

Video: Arbitration: The Proof of the Matter III

Video: Actual Greyhound-IAM arbitration hearing by arbitrator Paul Prasow

Video: Waldenville grievance

Blue Collar (Excerpt - Who gets the Cutty?) [An otherwise forgettable 1978 film with Richard Pryor and Harvey Keitel.]

Unit IX: "New" and Alternative Systems of Labor Relations

Film: The Whistle at Eaton Falls [What could be new and innovative about a film made in 1951? Company is experiencing hard times and the union president is asked to take over the firm to save it. Sounds like some more recent events. With Lloyd Bridges (father of Jeff) and Dorothy Gish (one of the Gish sisters who were celebrities in the silent film era). Sadly, no video versions exist.]

Working Together [Four short vignettes of labor-management cooperation in the public sector: 1) Road maintenance in Jackson County, Oregon, 2) School-based management in Dade County, Florida, 3) Child day care for state employees in New York State, 4) vehicle maintenance in Madison, Wisconsin.]

Working Together: Saturn and the UAW [Almost the same title as the video above, but this one deals with labor-management cooperation in the private sector, and was made a decade or so later. Saturn was set up as a wholly-owned corporation of GM, but with a different labor-relations set-up.]

Commitment/Lou Davis [Former Anderson faculty member introduces quality of worklife concepts (teams, multi-skilling, organizational design) to various worksites.]

Troubled Partnerships [Not all cooperation stories have a happy ending.]

Toughest Job in America [Philadelphia school chief finds it difficult to obtain union cooperation with new reform program in the 1990s. Issues involve seniority, teacher accountability, managerial control, and management style. PBS program.]

Mondragon: [Cooperative enterprise started by Catholic priest becomes large-scale enterprise in Spain]

NewsHour: People Express: Early deregulation creates opportunity for upstart airline with innovative HR practices. Nonetheless, the airline fails.

Gung Ho [1986 comedy about the reopening of an auto plant by a Japanese firm. Can American workers adapt to Japanese-style production methods? Not a classic of the cinema but a symptom of concern about U.S. manufacturing competitiveness and foreign direct investment.]

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Some guidelines for Report Writing and Oral Reports for this Course (and any others you may take!)

Written Report Guidelines:

1) Use an ***outline style*** with **actual** headings and subheadings:

I. Introduction

II. Topic #1

- i. Subtopic 1a
- ii. Subtopic 1b
- etc.

X. Conclusions

2) Use the ***introduction*** to state what your main topic is and where you will be going.

3) Use the ***conclusion*** to sum up the report and make recommendations.

4) ***Give credit where credit is due*** via footnotes or references. All papers will be turned in electronically using the turnitin.com service. This service gives the student an electronic receipt, but gives the instructor a) the paper and b) a color-coded guide to all sources for the paper on the Internet or ever turned into turnitin.com (at UCLA or elsewhere). Unoriginal work is readily caught. In such cases, the work is sent to the Dean of Students. Students who have submitted unoriginal work are subject to severe university penalties, often suspension. ***Submitting unoriginal work through turnitin.com is the academic equivalent of "suicide by cop."***

5) When presenting data tables or graphics, be sure to discuss them in the text. But do not just rehash the numbers. Explain what you are demonstrating with the data tables or graphics.

6) When using data (in tables or graphics), present them in a meaningful way. Is the most useful information the absolute value, the rate of change, as a ratio to some other index?

7) ***Number your pages*** so that instructor comments can be made referring to locations in the paper.

8) Avoid paragraphs that go on and on and on and on. After 3 sentences, begin to ask yourself if a new thought is being introduced. If so, you probably should start a new paragraph. Avoid sentences that go on and on and on. After 3 lines, begin to ask yourself whether your sentence can be cut into two separate sentences.

9) Don't be afraid to use your **spellcheck**. Be afraid not to use it!

10) Avoid starting sentence after sentence with the same word. The.... The.... The.... The.... The.... The....

11) **Avoid a folksy style** of writing. "I always loved this topic because..." Avoid little asides to the reader. "You probably are wondering why..."

Oral Presentation Hints:

1) Be **organized**. Have an outline of what you plan to say.

2) Set the **groundrules** early on. Do you want questions as you go? Or do you want to postpone questions until the end? Even if you choose the latter, you should be willing to take a clarifying question, e.g., what does a particular word or acronym mean?

3) **Do NOT read** a written paper out loud. Nothing is more boring except one thing: reading a paper off file cards.

4) Use **visual aids**. Slides with bullet outlines are useful. But don't put too much material on any one slides. Repeat: Don't put too much material on any one slide. A page that looks like this one is not a useful slide. The lettering is too small.

5) Do not put typewriter-style data tables on a slide and expect anyone to be able to read it. If you need to have the audience look at a detailed table, distribute it as a **handout**. If you violate this rule, your audience will be distracted from what you are saying as they try to read your unreadable overhead.

6) Simple graphics - slides showing basic trends, pie charts - can be effective in making simple points and make good overheads. But don't make them so busy and complex that the message cannot be readily seen.

7) At the end of the presentation, provide a brief **summary** of the key points you have made. What do you want the audience to remember?

8) In the question period after the formal presentation, if you don't know the answer, just say so. You want to be responsive. But if you don't know, you can't respond usefully.

9) You don't want to get into a side discussion with one member of the audience who is interested in a minor point. "We can discuss this after the class" is a good response when the discussion is veering away from the main issue.

10) **Practice** your report. Use a tape recorder. You may be surprised at what you hear and want to correct it. Listen to a radio or TV news station such as KFVB or KNX or CNN. Note that the announcers do not say "you know" in every sentence. (If we know, why tell us?) Note that radio announcers rarely say "uh". *Note that radio announcers do not end every sentence in an upward intonation that turns what should be a declarative statement into a question.*

If you make declarative statements into questions, the effect is not one of being inclusive. Instead, you give the audience the impression that you are unsure of what you are saying. James Earl Jones says "This is CNN!" He does not say "This is CNN?".