

Selected Youtube Videos for MGT. 250A/PPCM232 – Labor Relations Winter 2008 by Unit Draft 12/4/07



© Scott Adams, Inc./Dist. by UFS, Inc.

I: Introduction



[Violence in Coal Mining in the 1870s](#)

04:17

The Molly Maguires were coal miners of Irish descent who were infiltrated by a detective from the fledgling Pinkerton agency of terrorist acts against mining operators and several were hanged. In this fictionalized version, the detective/informant visits the ringleader convicted on his testimony.

<http://www.youtube.com/watch?v=x0PMRW9ar0w>



[Early 20th Century Work Scenes](#)

04:50

Silent film clips of work scenes in the early 20th century.

http://www.youtube.com/watch?v=yZgfY_imwwI



[Coal Strike in 1900 Affects Presidential Politics](#)

09:20

A strike of coal miners organized by the United Mine Workers (UMW) in 1900 becomes an issue in the McKinley-Bryan contest for the presidency.

<http://www.youtube.com/watch?v=Y7uzTbDfy4Y>



[Bombing of the Los Angeles Times](#)

04:51

The bombing of the Los Angeles Times in the early 20th century was a major political event.

<http://www.youtube.com/watch?v=4-n9LfPdrQw>



[Strike Scene from Intolerance](#)

05:01

D.W. Griffith made the 1916 movie "Intolerance" partly in response to criticism of his racist film "Birth of a Nation." Intolerance, which runs about 3 hours, has 4 separate plots which are interwoven. Three are historical but one is set in modern times. It involves a mill owner who cuts wages to have more money for his sister's charities. A strike ensues with tragic consequences. The irony of squeezing the poor to obtain funding for charity is the key point. The film reflects labor unrest that periodically erupted in early 20th century America.

<http://www.youtube.com/watch?v=cQhUj8DhWWE>



[Fear of the "Labor Problem"](#)

00:59

In the late 19th and early 20th centuries, there was much concern about "the Labor Problem." The fear was that industrial and other workers and unions would foment violent social unrest and promote anarchy. This brief silent video clip illustrates the fear. It uses the IWW (Industrial Workers of the World or "Wobblies") as the villain/threat. (The IWW went into eclipse and did not play much of a role after the 1920s. Its descendents are engaged today in trying to organize some Starbucks facilities.)

<http://www.youtube.com/watch?v=Ap-KKWoiIk0>



[Concerns About New Forms of Work Organization in the 1920s](#)

02:43

The silent German film "Metropolis" (1926) features an above-ground elite and an underground city of factory workers. The workers are regimented, as this clip shows, and depicted as cogs in a great machine. By the time this film was made in the 1920s, large corporations were seen as economically dominant and the future of modern production. In effect, the film is a projection of concerns about the modern and coming era.

<http://www.youtube.com/watch?v=hMVDJl62nXU>



[Working at Ford in the 1920s - Part One](#)

04:22

In the 1920s, Ford Motor Co. was considered the leader in manufacturing technology and practices. Elements of Taylor's scientific management were combined with what economists now call "efficiency wages" (wages well above the general market - the famous \$5 day). In this video, workers and others of that era reflect on working at Ford. Some are positive; others not. This is Part One.

<http://www.youtube.com/watch?v=QtYRLtT8bvY>



[Working at Ford in the 1920s - Part Two](#)

07:04

See description from Part One.

<http://www.youtube.com/watch?v=1Re-yUnO-Hk>



[Ford and Taylor in the 1920s - Part One](#)

05:07

In the 1920s, Ford Motor Co. was considered the leader in manufacturing technology and practices. Elements of Taylor's scientific management were combined with what economists now call "efficiency wages" (wages well above the general market).

<http://www.youtube.com/watch?v=PvbG9Sjp97o>



[Ford and Taylor in the 1920s - Part Two](#)

06:15

See description for Part One.

http://www.youtube.com/watch?v=kFsBC0_Uglg



[Ford During the Slide into the Great Depression](#)

08:27

The preeminent U.S. manufacturing firm in the 1920s is hit by Hard Times in the 1930s. Shutdowns, layoffs, and deteriorating conditions lead to protests.

<http://www.youtube.com/watch?v=q5J2zW7mvyM>



[World War I Patriotic Record Promises Great Things for Vets](#)

03:14

World War One veterans were treated as great heroes on returning home with parades, etc. However, for a variety of reasons, they were not given pensions, unlike Civil War vets. Instead, a bonus - payable in the 1940s - was ultimately promised. With the onset of the Great Depression, veterans marched on Washington, DC in 1932 demanding immediate payment of the bonus. Eventually, President Hoover called out the military to

disperse the "bonus marchers," an event usually thought to have put an end to any hopes he might have had for re-election. The public revulsion of World War One heroes being mistreated is reflected in popular songs and films of the 1930s. It also led to World War Two veterans receiving the benefits of the GI Bill. Politicians did not want a repeat of anything like the bonus march fiasco. And, of course, the defeat of Hoover by FDR ushered in the New Deal. This accoustical recording reflects the notion that World War I vets could expect great things upon their return.

<http://www.youtube.com/watch?v=FOWRMEAc8q0>



[Abuse of Veterans in Great Depression](#)

02:19

A common theme in movies and songs during the early phases of the Great Depression was the abuse of World War One veterans. They fought for their country and now were unemployed, homeless, etc. This notion was reinforced by the Bonus March in 1932 on Washington, DC, in which veterans demanded early payment of a promised bonus that was not due until years later. President Hoover called out troops to put down the march and the result was the spectacle of former soldiers attacked by current soldiers. The GI bill after World War Two was an attempt to insure no repeat of such events. The scenes here are from the 1933 film, Heroes for Sale.

<http://www.youtube.com/watch?v=Goedp6Nis5g>



[Bonus March on Washington, DC: 1932](#)

02:38

In 1932, unemployed veterans marched on Washington, DC demanding payment of a bonus due in the future. The "bonus marchers" were routed by the military on orders of President Hoover. The idea of World War I veterans who had come home as heroes being confronted by the army was a national shock and doomed whatever hope Hoover had for reelection.

<http://www.youtube.com/watch?v=xkmo4ygPTjc>



[Fictional March of the Unemployed During Great Depression](#)

03:31

In 1932, unemployed veterans marched on Washington, DC demanding payment of a bonus due in the future. The "bonus marchers" were routed by the military on orders of President Hoover. The idea of World War I veterans who had come home as heroes being confronted by the army was a national shock and doomed whatever hope Hoover had for reelection. In this Hollywood version, made on the eve of the New Deal, a fictional president (under the influence of divine inspiration) visits the marchers and promises a public job program similar to job-creation programs of the actual New Deal. Note the explicit reference by one member of the crowd to past veteran service.

<http://www.youtube.com/watch?v=2zn9taX9DWo>



[Remember My Forgotten Man](#)

07:06

The theme of betrayed World War I veterans was dramatically portrayed in the musical film *Gold Diggers* of 1933.

<http://www.youtube.com/watch?v=37-ocetYDdU>



[Assassination attempt on President-Elect Roosevelt](#)

01:13

Prior to his inauguration, FDR was almost killed by an assassin. (At that time, inaugurations took place in March, not January.) Had he been killed, presumably vice president-elect John Nance Garner would have assumed the presidency at the bottom of the Great Depression. As it was, the shot went wild and killed the mayor of Chicago who was with Roosevelt.

http://www.youtube.com/watch?v=HegHSi5_SZk



[Hollywood Supports New Deal and NIRA](#)

01:03

The centerpiece of early New Deal legislation was the National Industrial Recovery Act of 1933 (later voided by the Supreme Court). Under this legislation, businesses were placed into cartel-like structures, seen as instruments of economic planning. Codes of

good conduct were to guide business operations. The codes included a general right to collective bargaining that were later formalized in the Wagner Act of 1935. Cooperating firms could display the "Blue Eagle." This video clip from a Hollywood musical makes the message clear to audiences of the time: flag-Roosevelt-eagle.

<http://www.youtube.com/watch?v=v2zBU5XnEzs>



[Unionization at Ford in 1930s and early 1940s](#)

07:10

Ford was considered the model of manufacturing technology in the 1920s. By offering the \$5 day, and other benefits, Ford was also considered a model employer. The Great Depression changed that perception and worker unrest led to a unionization drive. Ford was more resistant than the other "Big-3" auto companies (GM and Chrysler) and was the last to unionize on the eve of WW2.

<http://www.youtube.com/watch?v=vrw WRhUfog>



[Rise and Fall of the National Industrial Recovery Act](#)

04:42

The National Industrial Recovery Act of 1933 (NIRA or NRA) was the centerpiece of the early New Deal legislation. It organized industries into quasi-cartels and included codes of conduct regarding marketing, pricing, and labor standards. The codes included minimum wages and a general right to collective bargaining. There was initially much support for the NRA but as this video shows, the support began to fade. In 1935, the Supreme Court declared the Act to be unconstitutional. In the Court's view, NRA overstepped the traditional view that Congress could regulate only interstate commerce (such as railroads that crossed state lines). This view was later overturned by a Supreme Court decision in 1937 upholding the Wagner Act which regulated collective bargaining in more detail than NRA.

http://www.youtube.com/watch?v=_xjosM-KEvk



[San Francisco General Strike](#)

03:19

The 1934 general strike in San Francisco brought activity in the city to a standstill.

<http://www.youtube.com/watch?v=dKu-MFnIxaU>



[Supreme Court vs. New Deal's NIRA](#)

03:28

The National Industrial Recovery Act (NIRA or NRA) was the centerpiece of the early New Deal legislation. It organized industries into cartel-like structures with codes of conduct. Included in the codes was a minimum wage requirement and a vague requirement to allow collective bargaining. The Supreme Court voided the NIRA on the grounds that it overstepped Congress's right to regulate the economy under the interstate commerce clause. At that time, the clause was interpreted as being limited to transportation over state lines such as railroads. This video depicts that situation just before the NIRA was invalidated in 1935. That decision led President Roosevelt to propose that Congress enlarge the Supreme Court beyond the 9 justices so that he could appoint more judges. His "court packing" proposal was rejected but the Supreme Court enlarged its view of interstate commerce in 1937.

<http://www.youtube.com/watch?v=8L7txbm8S5Q>



[AFL vs. CIO split in 1935](#)

07:18

Organized labor began to grow rapidly during the Great Depression. The growth and expansion into "mass production" industries brought in unskilled and semi-skilled workers who did not fit into the traditional craft union model of the American Federation of Labor. The result was a splitting off in 1935 of the CIO which practiced industrial unionism, the subject of this video. The split was not healed for 20 years. More recently, the AFL-CIO has again seen a splitting off of major unions in the Change to Win coalition.

<http://www.youtube.com/watch?v=2IsJZaknuIQ>



[Supreme Court Approves Wagner Act](#)

08:08

Until 1937, the Supreme Court confined its interpretation of the interstate commerce clause to transportation across state lines, such as railroads. As a result, it found much early New Deal regulatory legislation unconstitutional. This approach led to a confrontation with the Roosevelt administration. Roosevelt proposed "packing" the Court with additional justices he could appoint beyond the existing nine. Although the court packing proposal was never enacted, the Supreme Court reversed its stance and approved the Wagner Act (National Labor Relations Act) in 1937. The Wagner Act provided protection for collective bargaining and labor unions. Much of the subsequent federal regulation of the economy stems from this decision. This video looks at the decision on the Wagner Act and at the Court of 1937 more generally.

<http://www.youtube.com/watch?v=WSCEXIoib5g>

II: Basic Institutions



[Reagan Campaigns for Truman in 1948](http://www.youtube.com/watch?v=uJDhS4oUm0M)

04:13

Ronald Reagan - then a liberal Democrat - campaigns on the radio for President Truman in 1948. He also supports Hubert Humphrey for Senator from Minnesota and opposes the Taft-Hartley Act of 1947 which had been passed by the Republican congress over Truman's veto.

<http://www.youtube.com/watch?v=uJDhS4oUm0M>



[British labor relations in the 1950s](http://www.youtube.com/watch?v=hKCv8JBLKPY)

09:29

This comedy excerpt deals with British labor-management relations in the 1950s. A time-and-motion expert is brought in. The union objects, but confuses the actual expert with a naive worker who has just been hired. "Redundant" workers are also discovered.

<http://www.youtube.com/watch?v=hKCv8JBLKPY>



[Corporate America as Seen in the Mid-1950s](http://www.youtube.com/watch?v=97vy4aR6UsE)

06:22

Two scenes are shown in this video. At a meeting the industrial relations executive is depicted as sympathetic to workers in contrast to the new finance-oriented CEO. Then, as a result of such frictions, the industrial relations executive reveals that although he is being pressured to quit, corporate informal policy prevents him from being fired.

<http://www.youtube.com/watch?v=97vy4aR6UsE>



Concerted Activity in the Workplace

00:49

In this brief episode, an employee is fired for discussing pay with other employees in the workplace. Because "concerted activity" by employees is protected under American labor law even in a nonunion workplace, the employer may well have committed an illegal unfair labor practice.

<http://www.youtube.com/watch?v=GhI5RfWfqmw>



Labor Unrest in Coal During WW2 and After

04:16

A strike in the coal industry during World War II leads to government intervention. After the war, another strike creates a pension fund. This video, made by the the United Mine Workers union UMW), features the union president, John L. Lewis, including congressional testimony. You can spot a brief shot of Congressman Richard Nixon at one point. Coal was a key industry in this era, supplying steel mills, railroad locomotives, electrical generators, and homes for heating.

<http://www.youtube.com/watch?v=r9WryLrVvFo>



Reagan on Union-Management Relations in 1958 - Part 1

08:21

In 1958, Ronald Reagan had a radio interview covering various topics, including union-management relations. This clip includes the introduction to the program and then the excerpt on labor relations. Reagan had been president of the Screen Actors Guild (SAG) and was still an officer of the union. He had also become a spokesperson for General Electric and the host of the General Electric Theater on TV. Much of his commentary deals with GE's labor relations policy of that era. He also talks about labor relations in Hollywood and the U.S. as a whole. Historians view Reagan's stint with GE as the period in which he moved to conservative politics. In the interview, he presents a relatively sanguine portrait of GE's labor relations policy. The picture at GE was more complicated, however. In the 1930s, GE was headed by Gerald Swope, a New Deal sympathizer. As a result, GE recognized the United Electrical Workers (UE) at a time when many other major firms were strongly resisting unionization. At the end of World War II, however, a major strike occurred at GE (and many other big firms). In response, management brought in marketing executive Lemuel Ricketts Boulware to sell GE to its workers as well as its customers and the general public. The hiring of Reagan and the GE Theater was part of that effort. Boulware's policy - which included tough bargaining - became

known as Boulwarism. Aspects were found to be unfair labor practices in the late 1960s. According to Time magazine, Boulware was semi-replaced as head of labor relations in 1957, although his policies continued and he remained with the firm for several more years. GE's bargaining position starting in the late 1940s was aided by a union split. The CIO expelled the UE as communist-dominated and created a rival IUE. The contest between these two unions weakened the labor side of the bargaining table. GE let Reagan go in the early 1960s after he became more political. One element appeared to be negative comments he made about the government-run TVA, a significant customer of GE's generating equipment. This is Part 1 of the radio interview.

http://www.youtube.com/watch?v=TrWC0234d_E



[Reagan on Union-Management Relations in 1958 - Part 2](#)

06:58

See Part 1 for description

<http://www.youtube.com/watch?v=zf2-SSrJg7s>

III: Union Representation Issues



[Southern California Drywallers](#)

05:44

In the mid-1990s, demonstrations and work stoppages by nonunion immigrant drywallers in Southern California ultimately led to a labor agreement with construction contractors.

http://www.youtube.com/watch?v=5a6YGEht8_k



[Workplace Access in Union Organizing Drives](#)

06:15

This excerpt illustrates rights under federal labor law for access by unions to workplace bulletin boards during organizing drives.

<http://www.youtube.com/watch?v=HMGWHRHrOjo>



[Initial Justice for Janitors Union Contract in L.A.](#)

07:26

The Justice for Janitors union organizing campaign by the SEIU had its most notable early success in Los Angeles. The feature film, "Bread and Roses," depicts an early and humorous organizing tactic involving embarrassing building owners and managers.

Despite the humor, the tactic was not especially successful. What was successful were street demonstrations, particularly one in the Century City office complex in 1990. The police reaction to that event produced much public sympathy and political support and ultimately an initial contract.

<http://www.youtube.com/watch?v=QNiS5zqBh4w>

IV: Regulation of Internal Union Affairs



[Waterfront Labor Corruption](#)

03:51

The film "On the Waterfront," made in the mid-1950s, depicted investigations of the Waterfront Commission into the infiltration of the International Longshoremen's Association by criminals. These investigations of union corruption later expanded into Congressional investigations of other unions, notable the Teamsters, and to the Landrum-Griffin Act of 1959. In this scene, a longshoreman (played by Marlon Brando) has agreed to testify about a murder instigated by a local union president. (Some film historians interpret the plot as an explanation by director Elia Kazan as to why he "named-names" before a Congressional committee during the blacklisting era in Hollywood.)

<http://www.youtube.com/watch?v=4thvTkvbZjU>



[California's 1958 Right-to-Work Initiative TV opposition ad](#)

00:41

This brief clip shows a TV ad opposing a right-to-work initiative on the 1958 California ballot - supported by Republican candidate for governor William Knowland. The initiative would have banned the "union shop" in California. Knowland was minority leader in the U.S. senate and hoped to use the California governorship as a springboard to the presidency. He forced the incumbent Republican governor, Goodwin (Goody) Knight to run for Knowland's senator seat while Knowland ran for Knight's position. Knowland's insistence on this switch and his support for the right-to-work initiative (which was defeated) killed the careers of himself and Knight. And it led to the victory of Pat Brown for governor and other Democrats.

<http://www.youtube.com/watch?v=o-RH6YWtHjM>



[Hollywood Explains Corruption of Trucking Union](#)

06:15

The film F.I.S.T. made in the 1970s is based (very) loosely on the Teamsters. The Teamsters were tarred with mob affiliations starting with Congressional investigations in the 1950s going through federal supervision of the union in the 1990s. The film presents an historical explanation; employers used violence against the union in the 1930s so the union responded in kind. There are other explanations, not found in the film, that relate, for example, to strategic leverage that control of trucks flowing in and out of businesses provides. That is, control of trucking was an attractive mob target, apart from any injustices in the 1930s. These scenes, however, show the Hollywood view.

<http://www.youtube.com/watch?v=Ddim4LI9PNQ>



[One Version of the End of Jimmy Hoffa \(Sr.\)](#)

03:26

There are many conspiracy theories concerning the murder of Jimmy Hoffa (Sr.), the former Teamsters president. It appears that the murder was indirectly connected to President Nixon's pardon of Hoffa. The deal was apparently supposed to be that Hoffa would stay out of union politics. That allowed the acting president of the Teamsters, Frank Fitzsimmons, to become the actual president. The Teamsters under Fitzsimmons cooperated with the Nixon administration, notably in remaining on the Pay Board when other unions walked out in 1972. (The Pay Board was the wage control agency under Phase II of the Nixon wage-price controls program.) Supposedly, when Hoffa did not refrain from union politics, organized crime elements had him murdered to protect the Fitzsimmons regime. The Hollywood version of the murder of Hoffa departs from the suspected version of what took place. In the film version, someone posing as a truck driver kills Hoffa and an associate in a restaurant parking lot and then the two bodies and the car in which Hoffa was seated are removed. But in fact the car in which Hoffa was thought to be killed or abducted did not disappear.

<http://www.youtube.com/watch?v=WjqN80pu6nA>



[Organized crime penetrates the movie industry in the 1930s](#)

07:42

Organized crime penetrates Hollywood through the IATSE union in the 1930s. Some of the individuals involved meet unhappy ends.

<http://www.youtube.com/watch?v=IABJnYPPoSG>

V: Economics of Labor Relations



[British Concerns About Technology: Early 1950s](#)

09:40

In the 1951 British comedy, *The Man in the White Suit*, an inventor develops a cloth that repels dirt, is unbreakable, and wears forever. Mill owners panic that once people buy clothing from the new fabric, the demand for clothing will drop. Union workers fear displacement and unemployment. Management and labor unite to prevent disclosure of the new cloth. British fears reflected in this film have their counterpart a few years later in the "automation scare" of the late 1950s in the U.S.

http://www.youtube.com/watch?v=kiKaju2t_So



[Who is at fault for a wage cut?](#)

01:09

In this brief episode set in 19th century France, wages of coal miners are cut. The miners confront the mine owner. They blame the company and owner. He blames the market and the need to be competitive.

<http://www.youtube.com/watch?v=glh4RgHDoN8>



[Differing Levels of Market Sophistication Within a Union](#)

02:57

In this clip, which deals with a strike in a meatpacking plant in the mid-1980s, a local union confronts its parent national union over tactics. The local has been "sold" on a corporate campaign (demonstrations designed to get PR) as a tactic in bargaining with a large national firm. The national union officials demonstrate greater sophistication in market realities in the industry. (Ultimately, the local's effort to go it alone ended in disaster.)

<http://www.youtube.com/watch?v=iqLmAOHDAeE>



[Company Town: Hershey, Pa.](#)

04:00

Company towns have often been depicted as locations of worker exploitation. The 1950s song, Sixteen Tons, popularized by Tennessee Ernie Ford (and easily found on the web) reinforces that idea. Hershey, Pennsylvania had a different reputation, however. But it did not escape the labor unrest that swept the U.S. in the 1930s.

<http://www.youtube.com/watch?v=K-YRevHegL8>



[Kennedy denounces steel price hike](#)

01:22

President John F. Kennedy denounced the steel industry in 1962 for raising prices and contributing to inflation. His action came after his Secretary of Labor had helped obtain a modest union-management contract between the United Steelworkers and the big steel firms. The idea was that a modest wage deal would preclude a price hike on steel.

<http://www.youtube.com/watch?v=aVAJ6mwBVE>



[Nixon imposes wage-price freeze](#)

02:50

President Richard Nixon imposed a wage-price freeze on August 15, 1971

<http://www.youtube.com/watch?v=Wv4gpyfLF3s>



[Carter Wage-Price Guidelines](#)

03:23

The Carter administration was the last to attempt to intervene directly in wage and price setting to restrain inflation. For example, the Kennedy-Johnson administrations used

wage-price guideposts and the Nixon administration imposed mandatory wage-price controls. A major assumption in all of these programs was that "key" union settlements set patterns for wages more generally. Thus, influencing these key settlements would in theory affect wages and prices throughout the economy. Similar ideas were found in European "incomes policies" after World War II and in other countries. Two newsclips from the Carter era suggest the conflict between organized labor and the administration. The first touches on a Teamsters contract involving interstate trucking. The second refers to a lawsuit against the Carter guidelines by the AFL-CIO.

<http://www.youtube.com/watch?v=MRM49pw0xx8>



[Calif. Radio Ad Opposes Public Pension Limitation Initiative](#)

01:00

Radio and TV ads are often used in California initiative campaigns. This radio ad - aired Sept. 2007 - is somewhat unusual in that it seeks to prevent the petition from gaining sufficient signatures. In 2005, Governor Schwarzenegger, as part of the "Year of Reform" campaign, proposed a series of initiatives, all of which failed. One, which never made it to the ballot due to a drafting problem, was a limit on public pensions. The new version - circulated in 2007 - is not backed by the governor. Its backers are former Assemblyman Keith Richman and Orange County Supervisor John Moorlach. The ad was sponsored by a union which represents police in Los Angeles.

<http://www.youtube.com/watch?v=WuS6SeYt04I>



[Schwarzenegger Campaigns Against Big Govt. Labor Unions](#)

00:15

California Governor Schwarzenegger put 4 initiatives on the ballot in a special election he called in 2005. A particular target was public employee labor unions. All initiatives failed. This TV ad focuses on the anti-union theme.

<http://www.youtube.com/watch?v=uYgaT4LKnUk>



[Anti-Schwarzenegger Ad Focused on Labor/Education Issues](#)

00:30

This TV ad from the 2005 special election called by California Gov. Schwarzenegger focuses on the theme that the governor turned out to be anti-labor and anti-education. The 4 initiatives sponsored by the governor were defeated.

<http://www.youtube.com/watch?v=jgK2JFJ2pA>

VI: The Bargaining Process



[Information and Misinformation in a Labor Dispute](#)

03:31

During a fictional labor dispute at a factory in 19th century Italy, a strike over working conditions has gone on for a very long time. The factory owners are in fact ready to concede. But the factory manager, under false pretenses, obtains information from a striker that the workers also cannot hold out much longer. And he gives the striker the false information that the owners will hold out indefinitely. As a result, the strike collapses. The clip illustrates how information exchanges (true or false) can affect the outcomes of labor disputes and other conflicts.

<http://www.youtube.com/watch?v=uv9xthI9wJI>



[Interview on Collective Bargaining Process](#)

08:01

A radio interview of a union and a management negotiator in the context of a 1998 strike at GM illustrates the negotiating process. The importance of "trust" is emphasized as is the nature of the ongoing relationship after any particular settlement.

<http://www.youtube.com/watch?v=wC8kSydOdd4>



[Harvard Living Wage Campaign in 2001](#)

02:20

At several universities, "living wage" campaigns for low-wage service employees have occurred, often based in part on sympathetic student activity. The campaign at Harvard ultimately led to an agreement in 2001, as this video clip documents. There is also often external public sympathy, including media sympathy, as the TV clips suggest.

<http://www.youtube.com/watch?v=r8MZquR1KoA>



[Waldenville Negotiations - Part One](#)

09:01

Around 1980, the U.S. Dept. of Labor commissioned a film series - Waldenville - showing a fictional union-management negotiation for a new contract in a city. At the time, unionization in the public sector had grown substantially because of changes in federal, state, and local laws. The Waldenville series was a response. However, it shows generic aspects of such negotiations as well as elements specific to the public sector. In the negotiations component shown here, the parties eventually come to a stalemate. Note that at the time the film was made, inflation was quite high. The wage discussion reflects the high inflation rate. This is Part One of Five parts.

<http://www.youtube.com/watch?v=Px86OwXcVAI>



[Waldenville Negotiations - Part Two](#)

08:29

See description from Part One.

<http://www.youtube.com/watch?v=FDfkmHuupuE>



[Waldenville Negotiations - Part Three](#)

08:44

See description from Part One.

<http://www.youtube.com/watch?v=jm0RRrZBWd0>



[Waldenville Negotiations - Part Four](#)

06:45

See description from Part One.

http://www.youtube.com/watch?v=W9htze_cJHs



[Waldenville Negotiations - Part Five](#)

04:43

See description from Part One. The ending scene in Part Five leads into Waldenville Mediation, the next film in the series.

<http://www.youtube.com/watch?v=SLTjPVd380s>



[Prison Guards union opposes Schwarzenegger](#)

00:35

The powerful prison guards' union was at odds with California Gov. Schwarzenegger during the 2006 election year. It created this ad.

<http://www.youtube.com/watch?v=XtrYtP3B81o>

VII: Strikes and Alternative Dispute Resolution – Interest Disputes



[Boston Police and Air Traffic Controller Strikes](#)

01:12

Two famous public-sector strikes were ended by firing strikers and hiring replacements. A 1919 strike by Boston Police was ended by Massachusetts Governor Calvin Coolidge who called out the National Guard and replaced striking police. In 1981, President Ronald Reagan ended a strike of air traffic controllers represented by the PATCO union. He fired the strikers and hired replacements.

http://www.youtube.com/watch?v=kMS_p-fj5y4

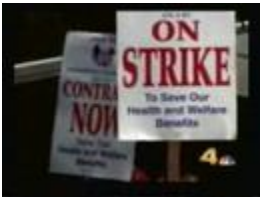


[Use of Political/Community Leaders in a Labor Dispute in LA](#)

08:28

A janitors strike in Los Angeles in 2000 lasted about 3 weeks. It featured use of sympathetic political and community figures as well as street demonstrations. These are characteristics of the more general "Justice for Janitors" campaign. The news clips here report the events in a generally sympathetic form. The final clip shows major building owner in LA, Rob Maguire, who pressured other owners and managers to settle.

<http://www.youtube.com/watch?v=QO0ihYknDgk>



[2003 MTA strike in Los Angeles](#)

02:19

In 2003, a strike by transit mechanics halted most bus and rail service in Los Angeles County. Health care was a major issue. The strike was eventually settled through a nonbinding arbitration process.

<http://www.youtube.com/watch?v=z6Wt3QtE8qY>



[Waldenville Mediation - Part One](#)

08:43

Waldenville Mediation is the sequel to Waldenville Negotiations. Viewers should first watch the five parts of Waldenville Negotiations. For Part One of Waldenville Negotiations, go to <http://www.youtube.com/watch?v=Px86OwXcVAI>
After negotiations between union and management have reached a stalemate, a mediator is called in to assist. The process of mediation is shown. Note that the mediator - while neutral about the outcome - is not neutral about trying to reach an acceptable settlement. Although this film deals with the public sector, the mediation techniques are generic.
<http://www.youtube.com/watch?v=XZh3FVP6mSs>



[Waldenville Mediation - Part Two](#)

09:52

See description from Part One of Waldenville Mediation.
<http://www.youtube.com/watch?v=EXDQyPwODiY>



[Waldenville Mediation - Part Three](#)

07:31

See description in Part One of Waldenville Mediation.
<http://www.youtube.com/watch?v=PpcZ5W27JxU>



[Waldenville Mediation - Part Four](#)

03:50

See Waldenville Mediation - Part One.
<http://www.youtube.com/watch?v=xKg14EvTb4k>



[Interest Arbitration During World War I](#)

02:42

During World War I, the government had an interest in having production uninterrupted by strikes. The use of arbitration was introduced to settle disputes. Interest arbitration is applied when terms and conditions are the source of the dispute. (This is in contrast to rights arbitration which is applied to interpret existing contracts.) In this video, we see a fictionalized account of an interest arbitration proceeding in the meatpacking industry. The diversity of the immigrant labor force of that era is apparent.

<http://www.youtube.com/watch?v=DvWegYqHdEw>



[Information and Misinformation in a Labor Dispute](#)

03:31

During a fictional labor dispute at a factory in 19th century Italy, a strike over working conditions has gone on for a very long time. The factory owners are in fact ready to concede. But the factory manager, under false pretenses, obtains information from a striker that the workers also cannot hold out much longer. And he gives the striker the false information that the owners will hold out indefinitely. As a result, the strike collapses. The clip illustrates how information exchanges (true or false) can affect the outcomes of labor disputes and other conflicts.

<http://www.youtube.com/watch?v=uv9xthI9wJI>



[The 1970 General Motors Strike - Part 1 \(Pre-Strike\)](#)

06:47

The 2007 auto union-management negotiations spotlighted the economic difficulties into which the industry has fallen. The 2007 outcome is in contrast with the situation in 1970 when the United Auto Workers chose GM as the target company. GM was so big that certain plants which supplied other auto firms had to be kept going by the union to avoid shutting down production at the other firms. (The union's strategy was to strike one firm at a time.) The lengthy strike was big enough to affect the national GDP. In the background was acceleration of inflation in the late 1960s. In 1967, the union agreed to a

cap on its COLA (cost-of-living adjustment or escalator clause), apparently not anticipating the inflation that would occur. Thus, one of the issues in the 1970s strike was uncapping the COLA. In the second clip of Part 1, note that the GM representative raises the issue of inflationary settlements. But the Nixon administration at that point did not react. Only a year later, however, it imposed anti-inflation wage-price controls. The clips in this series (there are 3 parts) give a hint of the tension in the union between the US and Canadian locals. (In the 1980s, the Canadian locals split off from the UAW and formed a separate Canadian union.) Part 2 of this series contains interviews with strikers concerning the costs to them as the strike continues. Prior savings, availability of food stamps and welfare, and working spouses are discussed. The role of the FMCS mediator - pushing for a settlement - is mentioned. Part 3 deals with the tentative settlement. Diverse views within the union are depicted. The final clip also provides a cost-benefit analysis of the strike that is questionable in the context of an ongoing bargaining relationship in which the parties renegotiate every few years.

<http://www.youtube.com/watch?v=DUtgF-XkDXA>



[The 1970 General Motors Strike - Part 2 \(During Strike\)](#)

07:14

See Part 1.

<http://www.youtube.com/watch?v=G83QduYKfgs>



[The 1970 General Motors Strike - Part 3 \(Settlement\)](#)

07:48

See Part 1

<http://www.youtube.com/watch?v=9PgG-nmWfo0>

Note: Video is available on the 1988 writers' strike. To avoid being caught up in the current version of that dispute (which is ongoing as of the date this handout is being prepared), the urls are not public on youtube. Ask Prof. Mitchell for directions for viewing.

VIII: Dispute Resolution – Rights Disputes



[Informal Grievance Settling - Hollywood Style](#)

02:50

Most labor-management grievances are settled informally without going to formal arbitration. The grievance depicted here is settled informally. But it is very unlikely that a worker terminated for threatening a foreman would have his grievance settled this way.

<http://www.youtube.com/watch?v=y3IdbI3RgfE>



[Waldenville Grievance Arbitration - Part One](#)

08:51

Part of the Waldenville series produced by the U.S. Dept. of Labor around 1980. In this film, an employee is disciplined for tardiness. He files a grievance and the case goes to arbitration. The video presents the arbitration. Although the Waldenville series was made for the public sector, the material here is generic. This is Part One of five parts.

<http://www.youtube.com/watch?v=b30qUsvBP8A>



[Waldenville Grievance Arbitration - Part Two](#)

06:59

See description in Waldenville Grievance Arbitration - Part One.

<http://www.youtube.com/watch?v=LFUDD4kfQ24>



[Waldenville Grievance Arbitration - Part Three](#)

07:05

See Waldenville Grievance Arbitration - Part One, for description

<http://www.youtube.com/watch?v=UP4hdPxQm38>



[Waldenville Grievance Arbitration - Part Four](#)

06:20

See description in Waldenville Grievance Arbitration - Part One.

<http://www.youtube.com/watch?v=UP4hdPxQm38>



[Waldenville Grievance Arbitration - Part Five](#)

09:17

See description in Waldenville Grievance Arbitration - Part One.

<http://www.youtube.com/watch?v=bcmBtKWFINU>



[Arbitration Over Discharge of Union Shop Steward - Part 1](#)

08:05

This film shows a dramatized arbitration case involving the discharge of a union shop steward for insubordination. This is Part One of Three parts.

http://www.youtube.com/watch?v=e1qQ2_kvHfk



[Arbitration Over Discharge of Union Shop Steward - Part 2](#)

07:45

This is Part Two of Three parts. See Part One for description.

<http://www.youtube.com/watch?v=L--wfm-a8kg>



[Arbitration Over Discharge of Union Shop Steward - Part 3](#)

07:29

This is Part Three of Three. See Part One for description.

<http://www.youtube.com/watch?v=L--wfm-a8kg>

IX: “New” and Alternative Systems of Labor Relations



[People Express - Part One - Success](#)

06:36

People Express was a discount airline started in the early 1980s as a result of airline deregulation. It was the darling of business school case writers because of its early success, its charismatic CEO, and its innovative and participative human resource practices. Employees all owned stock in the firm, etc. Soon the airline was in financial trouble after becoming overextended. It ultimately followed the downward path of other startup airlines that became overextended, whether or not they had inspirational CEOs or innovate HR practices. This portrait was made in 1984 just as troubles began. Subsequent parts of this sequence go into the failure.

<http://www.youtube.com/watch?v=B7nIa2aBFoA>



[People Express - Part Two - Troubles?](#)

04:49

See description for Part One.

<http://www.youtube.com/watch?v=d-5H72eLCAs>



[People Express - Part Three - Failing](#)

02:09

See description from Part One. This excerpt is from 1985.

<http://www.youtube.com/watch?v=1DrdJ48qQIo>



[People Express - Part Four - Failing/Discussion](#)

09:55

See description from Part One. Discussants include Alfred Kahn, considered the father of airline deregulation under the Carter administration.

<http://www.youtube.com/watch?v=f-4mPa68xVI>



[NUMMI - Part One](#)

06:30

In the early 1980s, Toyota and GM reopened a closed GM auto assembly plant in Northern California. The notion was to apply "Japanese" management techniques which were all the rage in the U.S. in that era.

http://www.youtube.com/watch?v=Ng_Sa0T04Ts



[NUMMI - Part Two](#)

05:39

See NUMMI - Part One - for description.

<http://www.youtube.com/watch?v=zaYXSbGzDcs>



[Innovative Personnel Practices During WW2: Part One](#)

09:49

This video shows innovative personnel practices of a manufacturer during World War II. The firm received much attention in Life Magazine, among other places, in that period for its motivational efforts and success in raising productivity. Such worker benefits as health insurance which it offered were rare at the time. If you thought calling employees "associates" was something that was developed in the 1980s or 1990s, think again. A bonus plan is alluded to, but not really explained. Nonetheless, it is likely that the firm was paying above the market in total compensation. (After the War, despite reference to postwar plans, the company ran into hard times and its innovative programs dissipated. This is Part One.

<http://www.youtube.com/watch?v=AXr1Nl1a1x8>



[Innovative Personnel Practices During WW2: Part Two](#)

07:48

See description from Part One.

<http://www.youtube.com/watch?v=YeTgB91saSI>



[Working Together - Intro and Episode One](#)

08:03

Video deals with labor-management cooperation in the public sector. The first episode involves timber road maintenance in Jackson County, Oregon.

<http://www.youtube.com/watch?v=o6KYbqQsuZ0>



[Working Together - Episode Two](#)

07:53

The second episode illustrating labor-management cooperation in the public sector. This one takes place in the Dade County, Florida school district.

<http://www.youtube.com/watch?v=oxGGuQOsWX0>



[Working Together - Episode Three](#)

06:34

The third episode involves labor-management cooperation at a New York state child care program.

http://www.youtube.com/watch?v=RUYANO0B_zE



[Working Together - Episode Four](#)

06:22

Episode Four involves labor-management cooperation in a motor-vehicle maintenance operation in Madison, Wisconsin.

<http://www.youtube.com/watch?v=buyIBcQT65c>



[Are US and Japanese HR and Other Practices Converging?](#)

09:49

Prof. Sanford Jacoby discusses his research. He finds that the simple idea that globalization causes convergence in corporate practice is misleading as applied to Japan vs. the U.S.

<http://www.youtube.com/watch?v=JzQqi8qoin0>