

Some Conclusions Regarding Union-Management Relations

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SOME CONCLUSIONS REGARDING UNION-MANAGEMENT RELATIONS

(as worked out by CLINTON S. GOLDEN and HAROLD J. RUTTENBERG in their book,
The Dynamics of Industrial Democracy.)

1. Workers organize into labor unions not alone for economic motives but also for equally compelling psychological and social ones, so that they can participate in making the decisions that vitally affect them in their work and community life.
2. Collective bargaining marks the end of individual and the beginning of group relations between workers and management.
3. The initial collective-bargaining practises are influenced in paying degrees by the preunion history of the particular industrial concern and by the fact that genuine union-management relations are initiated by the union.
4. Collective bargaining is an instrument for workers and owners, through unions and management, to solve their problems directly without recourse to the government.
5. Collective bargaining is the extension of the basic principles and practises of democracy into industry.
6. The policies and actions of unions are likely to reflect the policies and actions of management.
7. The attitudes and actions of management largely determine the degree of co-operativeness of union leadership.
8. The time lag in the growth of constructive union leadership, after management ceases its opposition, varies with the extent to which labor assumes responsibility for the development of its leaders.
9. Salesmen and purchasing agents usually possess a more natural ability for handling management's relations with unions than do operating officials.
10. The leadership requirements and responsibilities of management increase under union-management relations.
11. Participation of workers, union representatives, and management at all levels is a prerequisite to the successful administration of a collective-bargaining contract.
12. The peaceful administration of a contract requires the confidence of workers that they will get justice through the collective-bargaining machinery in the settlement of their grievances.
13. Grievances should be settled speedily and as near their point of origin as possible.
14. Grievances should be settled on their merits with no logrolling permitted.
15. Management should frankly acknowledge the role of the union in bringing about improvements in working conditions.
16. The successful administration of a contract requires the maintenance of an effective system of communications for both management and the union, in bringing complaints from the bottom up and relaying decisions and policies from the top down.
17. The nature of union-management relations and the administration of a contract are influenced greatly by the pattern of social relations in any given community.
18. Workers acquire a qualified property interest in their jobs under a collective-bargaining contract.
19. Each group of workers strives for the kind of seniority rules which it thinks will provide the greatest amount of job protection.
20. Seniority is an instrument designed to eliminate favoritism and discrimination.
21. The power to discharge should not be lodged in a single person.
22. Workers should enjoy full freedom of opportunity for advancement and promotion.
23. There is no basic conflict between seniority and productive efficiency.
24. A prime objective of collective bargaining is the redistribution of the proceeds of production.
25. Unions should participate with management in distribution the proceeds of each firm's production between its owners and workers.
26. The proceeds of technological changes, labor-saving machinery, and other factors contributing to lower unit costs of production should be shared equitably between owners and workers.
27. The adjustment of wage-rate inequalities should be exclusively on the basis of the merits of each case.
28. The greater the participation of workers through their unions in setting piecework and tonnage rates, in making time and motion studies, in determining work standards and job evaluations, the greater are the earnings and output.
29. Membership in the union should be a condition of employment.
30. The union shop is a necessary prerequisite for constructive union-management relations.
31. The union shop may be an instrument for either constructive or negative union-management relations, depending chiefly upon management's outlook and the caliber of union leadership.
32. Management's assumption of sole responsibility for productive efficiency actually prevents the attainment of maximum output.
33. The participation of organized workers in management provides an outlet for their creative desires, as it is essentially a creative and co-operative undertaking.
34. Union-management co-operation to reduce costs, eliminate wastes, increase productive efficiency and improve quality represents a practical program that provides workers with effective direct participation in the creative phases of management.
35. Union-management co-operation tends to make management more efficient and unions more cost-conscious, thereby improving the competitive position of a business enterprise and increasing the earnings of both workers and owners.
36. The natural outgrowth of local-plant and individual-company collective bargaining is bargaining between district or industry-wide organizations of management and unions.
37. The future of industrial democracy depends upon the attainment of full production and employment on a sustained basis during and after the war.

(Extrait de *Workers and Bosses are Human, Public Affairs*,
Pamphlets n° 76.)