

"Collective Bargaining: Some New Ideas"

**Industrial Relations Association
of Philadelphia**

Poor Richard Club

6:30 p. m.

March 24, 1964

Are there any new ideas in c. b.?

Answer **must** be yes.

If c. b. is a living institution, as it is,

it **must** be an idea-producing
process--both as to procedures
and substance.

Many things called new--not really new

"nothing new under the sun."

But--even an old idea in a new setting

is just as new as if it were original.

And--some ideas are really new.

Variation--most important single aspect of c. b.

One notion of c. b.

- A series of short episodes of confrontation
(contract negotiations) with or without strikes
at the **time** of confrontation.
- Interspersed by longer periods of **armed**
truce governed **and** legalized by a labor
agreement.

This notion worked reasonably well when:

1. Agreements were simple.
2. **Agreements** were of short duration.

3. Technological change was slow.
4. Much remained to be "carved away."
5. Few outside pressures.

Each period between agreements was a period of digestion.

This notion doesn't work well now when:

1. Agreements are complex.
2. Agreements are long term.
3. Tech. change is rapid.
4. Less available to be "carved away."
5. Many outside pressures.

Also--under this action, process of digestion has been far from complete.

- A lot of "lumps" growling around in c. b. stomachs.

Old ideas that may need rethinking:

1. Seniority.
 - a. Many symptoms geared primarily to growth and expansion (promotion) or temp. layoff--not geared to declining work force--plant relocations, new technology.

b. New ideas.

- (1) W. C. Longshore--coastwise.
- (2) Auto contracts--Detroit, citywide
- (3) Rhine river--
- (4) Companywide
- (5) Juniority
- (6) Engineering and white collar

Old ideas--may need rethinking ?

2. Grievance procedure.

- a. Police agreement.
- b. Interpretations--borderline.
- c. Problem solving.

3. Union security.

- a. White collar and eng.
- b. Aerospace experience.

4. Incentives.

New Ideas and New Areas of c. b.

1. Sub-contracting.
 - Not new--needle trades.
2. Retraining.
 - Not new--A. V. C.
 - Can't rely solely on Govt.

3. Other Effects of Automation.
4. G. A. W.
 - Longshore.
 - Kaiser
5. Kaiser and American Motors (cost saving and progress sharing).

"Continuous" discussion.

1. Human Relations Comm.
2. Kaiser.
3. Amer. Automotive

Post-Negotiation Comm.

Early Negotiation.

Grievance Revamping.

Common thread.

1. Eliminate some of crisis atmosphere.
2. Complete freedom of discussion.
3. No publicity.
4. Recognition of need of
 - a. Adequate representation.
 - b. Adequate time.
5. Will to solve problems--not win battles.

F. M. C. S.

1. Improve crisis bargaining **services.**
- Little likelihood of complete elimination
of crisis barg.
2. P----- M-----

Not a Pessimist

1. Strike record.
2. Inventive, responsive **answers--**in a wide
range of situations.