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Abstract
An official publication of the ILR School, Cornell University, “for the information of all faculty, staff and students.”

Keywords
school, industrial, labor, relations, cornell, university, history, archives

Comments
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FOR OUR INFORMATION

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

"INDUSTRIAL TRAINING" BY JOHN BROPHY AND BRADFORD SHAW

"Industrial Training - A Guide to Selected Readings" by Professor John Brophy and I. Bradford Shaw has just been published by the Division of Research, Information and Publications of the ILR School. The bulletin is the first of two series of projected pamphlets to be put out by the School, a series on research and an extension series for the information of the general public.

The new bulletin is available to the general public. New York State citizens may receive copies free of charge on request by writing to: Division of Research, New York State School of Industrial and Labor Relations, Cornell University, Ithaca. A charge of 10¢ per copy is made on out-of-state requests.

The purpose of the bibliography is to provide personnel in industry and education with a convenient index of periodical, book, and pamphlet material directly concerned with industrial education.

Dr. Brophy, compiler of the material presented in the bulletin, has been active in the field of industrial education since 1935. He holds degrees from Stout Institute, University of Minnesota, and the ILR School. He is at present Assistant Professor of Industrial Education at the School.

I. Bradford Shaw, bibliographer of the bulletin, holds degrees from Colby College and the School of Library Science at Pratt Institute. He is the bibliographer of the ILR School Library.

Copies of the new bulletin, blue-covered and attractively laid out, have been distributed to faculty and graduate students. Any undergraduate wishing a copy may obtain one from Vivian Nicander, Editorial Assistant, in Room 5. The cover of the bulletin was designed by Mrs. William Foote Whyte, wife of Professor Whyte, and Vivian Nicander edited, laid out, and arranged for publication of the manuscript.

HORACE SHENON ACCEPTS POSITION WITH METROPOLITAN NEW YORK MILK DEALERS ASSN.

Horace Sheldon has accepted a position with the Milk Dealers Assn. of Metropolitan New York, Inc. Temporarily he will be doing research in the field of wage analysis.
Professor Alexander Leighton has completed a new book titled "Let Trial Be Made - Some Observations in the Field of Applied Social Science". The book is primarily a report of work done during the war in the field of social and psychological analysis of intelligence data. Professor Leighton was Chief of the Foreign Morale Analysis Division which was a Joint O.W.I. and War Department project. In the book he analyzes the social and psychological tensions of the Japanese people affecting their willingness to continue the struggle. Professor Leighton suggests in his book that the techniques used have a place in promoting good relations between nations and between various groups on the domestic scene including labor and management.

Professor Leighton spent the summer in Nova Scotia as Field Director of the "Digby County Study". This study is one of seven community studies being conducted by Cornell's Sociology and Anthropology department. The other studies include three in New York State, one in Southwestern United States, one in India, and one in Siam. All are studies into the problems of introducing social changes; the studies in New York State, Siam, India, and the American Southwest are concerned chiefly with the introduction of technological change and its impact upon society. "The task is to introduce needed changes without disrupting the society", Professor Leighton said.

Professor Leighton has been carrying on the community study in Nova Scotia with the assistance of Bill and Rosamond Dymond. Both Mr. and Mrs. Dymond have taken courses at the ILR School, and Mr. Dymond assisted Professor Leighton in one course last year. Leighton has been spending summers in Digby County, Nova Scotia, for the past thirty years and his familiarity with the people of that area was one of the reasons why Digby County was chosen for study. The existence of a large number of different occupational and national groups also made the area ideal for study. English, French, Negro, and Indian farmers, fishermen, and lumbermen make up the county citizenry. In order to define the structure and function of the society in Digby County, primary investigations have been devoted to outlining institutions and occupations of the area.

GARDNER CLARK INVESTIGATES THE RUSSIAN STEEL INDUSTRY

Assistant Professor Mills Gardner Clark, who joins the faculty this fall to teach the course "Background of Industrial and Labor Relations", spent the summer in Washington completing research on his Ph.D. thesis titled, "The Russian Steel Industry."

A native of Ohio, Clark received an A.B. from Harvard in 1939, and an M.A. from University of Minnesota in 1941. From December 1941 until January 1943 he served with the U.S. Navy in the states and the European theatre, holding the rank of Lt. Commander at the time of his discharge. Since the war, Clark has held a Teaching Fellow at Harvard University while completing requirements for his Ph.D.
JUNE 1947 AND FEB. 1948 ILR GRADUATES HOLD
VARIED POSITIONS IN BUSINESS, INDUSTRY AND LABOR

Richard Hanley, Placement Secretary of the ILR School, disclosed today
the positions held at present by graduates of the classes of June 1947 and
February 1948. Announcement of placements for the class of June 1948 appeared
in the last issue of F.O.I. Graduates of the June 1947 and Feb. 1948 classes
hold positions in industrial relations, in personnel administration, in in-
dustrial engineering, in the labor movement, in industrial training programs,
and in sales. In addition to this, a number of graduates are engaged in
studies for advanced or law degrees.

Ida Alter is a Social Worker in New York City.
Lois Citrin is a law student at Columbia Law School in New York City.
William DeWitt is with the Executive Training Program at the Fred
W. Hoos Hool Company of the United Shoe Machinery Co. at Conway, New
Hampshire.

Hannah Ellis is living in Ithaca with her husband.
Joseph Flynn is with the Industrial Relations Department of the Kaiser-
Fraiser Engine Division, Detroit, Mich.

James Hutchinson is with the Executive Training Program of the Goodyear
Tire and Rubber Company in Los Angeles, Calif.

Anthony Jordon is a law student at Cornell University,

J. Kain is a salesman for the Royal Typewriter Co., in Washington, D.C.

Robert Lutticken is employed by his father in Pekin, Ill.

Latest available information indicates that Charles Marqusee was on a
summer cruise with the U.S.S.

Edward Norris is with the Personnel Administration division of General
Electric Co., in Erie, Penn.

Thor G. Allen is a law student at William and Mary College, Williamsburg,
Va.

Robert Andrews is with the Industrial Relations division of Chrysler
Corporation, Detroit, Mich.

Latest available information indicates that Mathew Bolger is with the
Industrial Relations division of the New Jersey Brewers Assn. in Newark, N.J.

William Busch is Assistant Personnel Manager of Lit Brothers, Phila-
delphia, Pa.

Eric Carlson is Field Representative for Marts and Lund (Public Rela-
tions, Professional Fund Raisers). He is now assisting on the Greater Cornell
Fund, which Marts and Lund is handling.

Nicholas P'Onofrio begins his law studies at Cornell University this fall.

Charles Frankenfield is an Underwriter Trainee with the Employers In-

William Hoot is Personnel Director for the Jack Miller Candle Company
in Syracuse.

Lax Kantner is in the Industrial Relations Division of the Shell Oil Co.
at Wood River, Ill.

William Kent is Personnel Assistant, Tompkins County Memorial Hospital,
Ithaca, N.Y.

Paul Kiernan is the Employee Relations Supervisor for Bigelow-Sanford
Carpet Co., Amsterdam, N.Y.
Bernard Lampert is studying law at Brooklyn College Law School and is doing part-time work as Panel Arbitrator for the New York State Board of Mediation.

John Lillich is Time Study Man for the Eastman Kodak Co. in Rochester.
Ronald McCallieh is with the Sales Training Program of Nash-Kelvinator Corporation in Philadelphia.
Herbert Mintz is studying law at New York University.
Martin Morand is an Organizer for the International Ladies Garment Workers of America.
William More is with the Industrial Relations division of the Aluminum Company of Canada, Ltd., Quebec.

Joseph Norem is an Election Examiner for the National Labor Relations Board, Washington, D.C.
Paul Rosenblum plans to attend law school in New York City.

James Topkins Sheppard is a graduate student at Cornell University.
Latest available information indicates Anthony Tyrpak is an Election Examiner for the National Labor Relations Board in the Buffalo Regional Office.

Herbert Yuan is in the Graduate School at the University of Wisconsin in Madison.
Two changes in placement as announced in the last issue of F.O.I. are:
Joseph P. McCall is a Business Agent Trainee for the Philadelphia Joint Board of the Amalgamated Clothing Workers.
Joseph Rudd is with the New York State Department of Agriculture.

PROFESSOR ESTEY JOINS FACULTY TO DO RESEARCH

Horton Estey joined the faculty of the ILR School two weeks ago. He will carry on research studies in collective bargaining in the retail trade with particular emphasis on the collective bargaining of the Retail Clerks' International Association (CIO) and the Retail, Wholesale, and Department Store Workers' Union (CIO).
Assistant Professor Estey resides in the new Morse-Chain apartments with his wife and two children, a son of four years and a daughter of eighteen months.

Estey came to Ithaca from Washington where he was Economic Analyst for the International Labor Division of the Department of State. He prepared analyses and policy recommendations with respect to labor standards applied by this government in its foreign operations. He served as Adviser to the United States Representative at the West Indian Conference.

A Hoosier, Estey received his B.S. degree from Purdue, his M.A. from Princeton.

RICHARD HANLEY WILL JOIN INDUSTRIAL RELATIONS DIVISION OF CONTINENTAL CAN CO. NOVEMBER FIRST

Richard Hanley, Placement Secretary of the ILR School, has accepted a position in industrial relations with the Continental Can Co. He will begin an indoctrination program of three-months duration November 1st. The training will include a week in the New York City office followed by three months at either the Jersey City or Maryland plant. Following indoctrination, he will work in the industrial relations division of one of Continental Can's many plants.
Professor John McConnel was Judge of the Firemen's Parade at the Trumansburg Fair last week. One of the leading citizens of Trumansburg, he was also general chairman of one of the concessions of the fair, a food booth run for the benefit of one of the local churches.

Professor Mary Marquardt has returned from a busy summer in California and Wisconsin. In June she attended the meetings of the Pacific Coast division of the Institute of Mathematical Statistics in Berkeley. She stayed in Berkeley to take special courses in the mathematical statistics department of the University of California. Completing the six-week summer session, she returned to her home in Urbanna, Ill., for the month of August. From September 6 to 10th she attended the summer joint meetings of the American Mathematical Society, the Institute of Mathematical Statistics, and the Econometric Society in Madison, Wisconsin. This fall she will be teaching the discussion sections of the inter-departmental statistics courses given by the ILR School for ILR and Arts students. Professor Mary Marquardt is the sister of Professor Philomena Marquardt, which only goes to prove that the Marquardt family of Urbanna, Ill., has been singularly blessed by two brilliant, charming daughters.

At Bradley University in Peoria, Ill., during the month of August, Professor Kenneth Beach taught a two-week course in "Current Trends and Developments in Industrial Education". While in Peoria, he also visited Hiram Walker, Inc., the world's largest distillery. Following his guest instructional duties, he went to Excelsior Springs, Mo., to attend a national convocation of Sigma Pi, of which he is the North Atlantic States District Representative.

Anne Curran, Secretary to Professor McConnell, studied at Mary Mount College in Tarrytown and at Georgetown Visitation College in Washington D.C., prior to assuming duties on the ILR staff.

The faculty of the ILR School held a two-day meeting at Warren Hall Wednesday and Thursday, September 15th and 16th. Following the Thursday session, Dean Catherwood and Mrs. Catherwood invited the faculty to a reception at their home on Highgate Road.

Professor Ralph Campbell, Director of Extensions spoke to a group of fifty delegates from federal unions of the American Federation of Labor at a meeting in Syracuse Saturday, Sept. 11. He explained to the group the purpose of the ILR School, its program and facilities. He left early this week with Professor Effray Riley for New York City to set up arrangements for the winter extension program there.
Ruth Olmstead, Secretary to Prof. Brooks, returned Monday from a two-week vacation. With her mother, Mrs. Florence Olmstead, Ruth visited her sister Dorothy in New Bedford, Mass., swimming and enjoying the Cape Cod salt air and coast scenery.

Nelson Hauer has returned to the ILR School to pursue his doctoral studies. He devoted the summer to research on his doctoral dissertation on the subject: "A Study of the Curriculum in the Five State Institutes of Applied Arts and Sciences".

FOI - FHC. We called Cemal Miller to ask if the library had any information on Fish House Chowder. He replied that the library did not but having attended the Dean's faculty reception, he suggested a counter might be set up in the library to determine the formula. We suggested the library order a book on the subject for the Public Relations department but he declined on the grounds that such a book would never be in. Asked if such information shouldn't be made available to all, he countered with the question, "Would you let out the secret of the atomic bomb?"

Steve and Mildred Bermas have returned from a month in New York City where they visited parents, relatives and friends. Mildred spent considerable time during the month completing research on her Master's thesis, "Collective Bargaining in Social Service Agencies."

PHILIP JOHN McCARTHY JOINS ILR FACULTY AS ASSOCIATE PROFESSOR

Philip John McCarthy, who last year was Assistant Professor in the Department of Sociology and Anthropology at Cornell, joins the ILR School faculty this fall as an Associate Professor. He will teach ILR 46 - "Design of Sample Surveys".

Professor McCarthy graduated with Distinction in Mathematics from Cornell University in 1939, and received a Ph.D. degree from Princeton University in 1947. From 1941 to 1942 he was a member of Columbia University's Division of War Research, from 1942 to 1943 he served as a member of the Operations Research Group for the Navy Department, and from 1943 to 1946 was a staff member of the Statistical Research Group of the Applied Mathematics Panel at Princeton University. Immediately prior to returning to Cornell, he assisted Professor F. F. Stephens in work concerned with the measurement of opinion, attitudes, and consumer wants for the National Research Council and the Social Science Council.

LEONE ECKERT MADE RESEARCH ASSOCIATE

Among the new additions to the faculty is Leone W. Eckert as Research Associate. Miss Eckert, whose home is in Seneca Falls, was previously Supervisor of Accounting for Broome County. Under her guidance, the first attempt to adjust government accounting routines to an I.B.M. set-up in a rural county was made. Miss Eckert holds an B.A. degree in Political Science from Syracuse University and an M.B. in Business Administration from the University of Chicago.
MAN OF THE WEEK

(That you may better know other members of the faculty, staff and student body, each issue we present a thumbnail biography.)

Those not yet acquainted with Professor William Foote Whyte have something to look forward to. Professor Whyte, who will be teaching "Human Relations in Industry" this fall, has carried on frontier explorations in human relations areas. He has worked in the field as an observer-participant, has written one book, edited another, and has a third book in rough draft. At the University of Chicago he distinguished himself for his work as Associate Professor and Executive Secretary of the University of Chicago Committee on Human Relations in Industry. For all his accomplishments, he is a friendly, humble man easy to talk with, and deeply conscious of others.

Professor Whyte's most recent book was released this summer by McGraw Hill. The product of 15 months of intensive research in the restaurant industry, it is titled "Human Relations in the Restaurant Industry". To gather material for the book, Whyte had three assistants working in the field as he himself spent three months as a kitchen employee in one particular restaurant, gathering data, studying conditions, and making notes on his observations. The information collected first-hand on an observer-participant basis was augmented by many months devoted to interviewing workers and supervisors.

A native of Springfield Mass., Professor Whyte is a graduate of Swarthmore, did advanced studies at Harvard and the University of Chicago, and received his Ph.D. degree from Chicago in 1942. He edited and contributed an article to the book "Industry and Society", made a distinguished study of human relations in hotel administration which was published in "The Hotel Monthly" and is at present writing a case history of industrial and labor relations in a Chicago manufacturing concern.

The School is enriched not only by his wealth of knowledge and experience but also by his practical idealism and courageous humanity.

PROFESSOR TEMPLE BURLING JOINS FACULTY TO DO RESEARCH AND TEACHING IN INDUSTRIAL PSYCHIATRY

Professor Temple Burling has joined the ILR School faculty. Professor Burling has a distinguished record in industrial psychiatry. He will carry on research in the field this semester and the following semester will assume teaching duties as well as research. He was previously employed as Field Director of the Division of Rehabilitation, National Committee for Mental Hygiene, Providence, R. I. From 1940 to 1947 Dr. Burling was Medical Director of the Providence Child Guidance Clinic, and from 1937 to 1940 he served as psychiatrist for R. H. Macy and Co. in New York City.
Speaking before a gathering of over 1000 supervisors at the Third Annual New Hampshire Industrial Supervisors Conference at Durham, New Hampshire this afternoon, Dean M.P. Catherwood, of the New York State School of Industrial and Labor Relations declared that the skill or lack of skill with which human relations are conducted often determines a plant's morale, productivity, and rate of turnover.

Speaking on the subject "Laws Alone Cannot Improve Human Relations," the former Commissioner of Commerce stated that more than legal action was required to insure understanding in labor-management relations. "Labor Legislation can help insure some degree of order in the labor-management scene," Dean Catherwood said. "We may by legislation create the rules under which labor and management can quarrel. But by legislation alone we cannot insure the harmony required for a modern standard of living and satisfactory working conditions. Such objectives are reached only by efforts growing out of the hearts and minds of men - not as a result of legal compulsion."

"We learned from the 18th Amendment one vital fact," he said, "and that fact is that no law is of value unless it is backed by the moral support of the people. And no basic goals set up in laws relating to labor-management relations can actually be achieved unless implemented by the moral support and efforts of labor, management and the public. All this is not to minimize the importance of certain basic legislation. Such laws can provide elementary protection for labor, for management, and for the public. But if we are to achieve industrial harmony we must recognize the role of human relations and not trust to legislation to do the whole job."

"The problems of human relations in business are now beginning to be recognized as the primary challenge which must be met effectively if our industrial democracy is to survive," Catherwood continued. "If we are to improve productivity further we must do it primarily through improved human relations, through a consideration of the problem of what motivates a man to work."

Dean Catherwood pointed out that the basic desires motivating a man to work were the desire for security, the desire for recognition, the desire to be treated as a person, and the desire to feel one's job was important to the community.

"Somehow through human relations, industry must recognize and see that these drives are met," Dean Catherwood stated. "To the degree that a company's human relations program meets these basic desires of employees at all levels, to the same degree it improves its chances of success."

"Somehow labor and management must increasingly realize that they are fundamentally on the same team, and this realization must be implemented through increased skills in meeting the problems of human relations," he said. "It is important that both management and labor see the fundamental similarity of their interests. Politically one of the reasons for America's
survival for 172 years has been the fundamental unity of our people. The
difference between Republicans and Democrats is not the fundamental differ-
ence which lies between the democratic way of life and Marxist totalitarian-
ism. Basically, regardless of party, all Americans believe in the same way
of life. And basically both labor and management believe in the same system.
Top management, supervisors, skilled workers, and day laborers are all on the
same team and all must realize it is to their mutual benefit that both labor
and business prosper," Dean Catherwood declared.

PRESIDENT TRUMAN APPOINTS PROFESSOR JEHRING TO SERVE
ON INDUSTRIAL SAFETY CONFERENCE

September 16, 1948

J. James Jehring has been asked by President Truman to serve as a mem-
ber of the Committee on Education at the President’s Conference on Industrial
Safety which will be held on Sept. 27, 28, and 29 in Washington. Maurice J.
Tobin, Secretary of Labor, will be General Chairman.

Jehring has also been asked to serve on the steering committee of the
Committee on Education. Professor Richard A. Lester, Chairman of the Depart-
ment of Economics and Social Institutions at Princeton University is chair-
man of the Committee on Education.

The President’s Conference will be in two parts, an organization meet-
ing in September and a large comprehensive meeting in the early spring. The or-
ganization meeting is for the purpose of establishing scopes, objectives,
committee organization and procedure for the seven technical committees of
the Conference. The committees will prepare reports and recommendations for
consideration by members of the spring Conference.

Professor Jehring, head of the audio-visual division, is a leader in the
field of industrial safety and audio-visual aids for education. He was in-
strumental in the founding of the New York State Audio-Visual Council, and
only recently was asked to serve as Chairman of the Committee on Research
and Planning of the Audio-Visual Council.

A native of Iowa, Professor Jehring received his B.A. degree from Loras
College in Dubuque, Iowa, his M.A. from the State University of Iowa, and did
advanced studies at the University of Chicago. Prior to coming to the New
York State School of Industrial and Labor Relations, he was District Represent-
ative of Technical Extension Services for Purdue University.

SOUTHERN TIER INDUSTRIAL CONFERENCE FEATURES PROFESSORS SMITH AND JEHRING

September 20, 1948

James S. Hope, of the Ithaca Gun Co., and two Cornell professors, Dr.
Alpheus W. Smith and J. James Jehring, were featured on the program of the
Southern Tier Industrial Conference at Anaco Lake, September 18th. Mr.
Hope served as General Chairman of the evening session, and Professor Jehring
presented two films which illustrate the use of audio-visual aids in develop-
ing understanding of basic economics among employees. Both Smith and Jehring
are on the faculty of the New York State School of Industrial and Labor
Relations of Cornell University.

The Southern Tier Industrial Conference was an annual meeting of indus-
trial leaders to discuss matters of mutual interest. Major addresses were
given by Orlo B. Bress, State Assemblyman from Broome County and "Assistant to
the President of Associated Industries of New York State," on "American Way,"
and by Dr. Neil Garrett, Dean of the College of Business Administration of
Lehigh University, on "What Sets Wages."
"We can no longer use horse-and-buggy methods in dealing with human relations in a technological society," Dean H.F. Catherwood of the New York State School of Industrial and Labor Relations of Cornell University declared in a forum over Westinghouse station W.B.Z. this morning. "Increased productivity and human satisfaction of employees are dependent upon mutual understanding and cooperation between management and labor," Dean Catherwood said, "and more than anything else, human relations can promote that understanding."

The radio forum, on the subject "The Challenge of Human Relations in the Business World Today" featured as guests Dean Catherwood, Dr. Alexander Magoun, Thomas 0. Armstrong, and James Williamson, Associate Professor of Industrial Management at the University of New Hampshire. The forum was held in conjunction with the Third Annual New Hampshire Industrial Supervisors Conference meeting at Durham yesterday and today.

Dean Catherwood asked why employee relations in one plant were good and in another seemingly hopeless. "The laws are the same for both plants; yet one plant has high morale and efficient production, and another plant, sometimes just across the street, has high labor turnover, slow-downs, strikes, and a record for inefficiency and low production as well as for mutual dissatisfaction of labor and management."

"Usually the answer to variations in morale and productivity," Dean Catherwood said, "can be found in the skill, or lack of skill, with which human relations are carried on."

In his address as guest speaker at the twentieth annual celebration dinner of Temple Beth-El at the Ithaca Hotel last evening, Prof. Milton R. Konvitz of the School of Industrial and Labor Relations at Cornell urged that the local Temple become one of the functions or institutions of a greater Jewish center. Such a center, he said, could serve as an agency of Jewish integration, bringing together the Jewish citizens of Ithaca regardless of cleavages among them as orthodox or reform Jews, Zionists or anti-Zionists. The center would give the local Jewish citizens a sense of the community through fuller integration than is otherwise possible.

Prof. Konvitz said that an Ithaca Jewish center would serve as an agency of Jewish identification. There are Jews who do not wish to join a temple or synagogue yet wish to identify themselves institutionally with the Jewish community. A neutral center, above and beyond ideological differences, would make such identification possible. The individual citizen could go beyond center membership and join also the Temple as well as other organizations, for center membership would allow for only minimum participation in the Ithaca Jewish community.

The speaker emphasized that he was not thinking of a center in a physical sense; a special building is not necessary; for the present Temple, with a few minor changes, could adequately serve all the needs of the community.