

August 17, 1944

Mr. Clinton Golden
Assistant to President
United Steel Workers of America
1500 Commonwealth Building
Pittsburgh 22, Pennsylvania

Dear Clint:

Your letter of August 10 has been received and we are glad to have the comments on Job Relations that were enclosed. We wish to cooperate with you in every possible way and will find these comments helpful. We have learned during the past four years that some experimental work is necessary before any change in manual content is effected. Therefore, Mr. Carl Coler, with the assistance of Joe Goney, is making arrangements for two groups of Union Stewards to take the full 10-hour program.

We are suggesting that at least half of the participants be committeemen now actively engaged in handling grievances in a shop, and that the groups be conducted by a T.W.I. trainer without previous union experience. This will give your people an opportunity to see how the J.R. program is presented by numerous trainers throughout the country. Mr. Coler also advises us that Emory Bacon will be a participating member of one of the groups so that he can get the reactions of the other members first-hand.

At the same time, Mr. Cooper, who heads up the J.R. activities in the field, and Mr. Erling Larsen, our Labor Consultant, will conduct two additional experimental groups among representatives of the United Auto Workers in or near Detroit in an effort to get further reactions. Immediately thereafter the persons who conduct the experimental groups will meet in Washington to report their findings. We sincerely hope that you and Mr. Bacon will be on hand in order to give us the benefit of your wide experience with union personnel.

As to revising and rewriting the J.R. Manual for use by the Steel Workers Education and Research Department, we recommend that this decision be held in abeyance until the results of the above experimental groups have been considered. We have been using the present manual with union groups and with mixed groups in a number of locations throughout the country, and so far no objections or serious problems have arisen. The union participants seem to be fully able to grasp the principles involved regardless of the details of the illustrations. The strength of the T.W.I. program lies largely in just that fact, namely, that the procedure setup in the manual and followed by the trainers is readily adaptable

to any situation in any kind of manufacturing plant, railroads, hospitals, agriculture and, as far as we have had experience, with labor unions.

We hope that a satisfactory manual can be effected shortly and that your organization will launch Job Relations on a union-wide basis in the near future.

Kindest personal regards,

Sincerely yours,

C. R. Dooley
Director
Training Within Industry

EAL:ls

cc: Mr. Coler

United Steelworkers of America



1500 COMMONWEALTH BUILDING

Pittsburgh 22, Pa.

CLINTON S. GOLDEN
ASST. TO THE PRESIDENT

GRANT 5254

August 10, 1944

Mr. C. R. Dooley, Director
Training Within Industry
War Manpower Commission
Washington 25, D. C.

Dear Chan:

As you have probably been advised, some of our staff people have had a preliminary meeting with a Mr. Cannon of Carl Coler's staff. As a result of these two two-hour sessions, it seems to be the consensus of opinion among our people that such a steward training course should be undertaken provided that changes can be made in the material to suit our particular needs. These changes, it is believed, should consist of -

- (a) Rewriting the introduction but retaining the form.
- (b) A shift of emphasis in the material from management problems to union problems.
- (c) The possible use of one instructor, preferably Mr. Cannon of the Pittsburgh TWI office to present the program to all our Directors and staff people at a future meeting and to aid in the training of trainers.

We are not clear at this end to what extent it is permissible to revise and rewrite the material in the job relations program. We do not want to appear to appropriate other peoples' thinking and ideas without their full consent and permission. I would appreciate hearing from you with advice as the practicality of undertaking on this end the revision and adaptation that our people think is necessary.

I am enclosing comments from 3 different people who participated in the conferences held in Pittsburgh with Mr. Cannon. I thought you would be interested in the enclosures.

Best wishes.

Sincerely yours,

Clinton S. Golden
Assistant to the President

CSG:GBR
CC: Earl Larson
Emery Bacon



COMMENT "A"

COMMENTS ON JOB RELATIONS TRAINING

In the manner by which the course is presented it will not be acceptable to our people because it is presented as a management problem. Of course, Management problems affect the Union, but not to such an extent as to have our people devote their time in studying these problems entirely. In whole, the program is well thought out and should be a boon to Management-Union relations. If the course will be adopted to the needs of our people, and it could be, then it will be worth our while.

What I like about the course, is the fact, that it makes people think. It has been my experience that many grievances are taken without any thought as to their validity - just because somebody pays his dollar and wants service regardless. Many grievances are fought through without any regard to actual facts. The fact-finding feature of this course is worth-while, because it will be conducive to winning more grievances and thus we will have fewer disgruntled people.

This course, with a little thought, can be tailored to our needs.

COMMENT "B"

COMMENTS ON JOB RELATIONS TRAINING

As I understand the Program, after attending two sessions, it is designed to consider technics for developing better relations between people engaged in a common enterprise and to assist in developing effective approaches for handling problems involving people. After outlining several general rules to assist those who supervise and direct others, the instructor asked the group to cite a number of typical problems which have arisen in their group activity. A general discussion followed during which these problems were analyzed by examining the relevant facts, the attitudes of the people concerned, the possible courses of action, and the effect of these actions on the objectives to be attained. The discussion was stimulating and thought provoking. The Program should be helpful to anyone whose responsibilities involve the direction or supervision of other people.

I believe that the Program can be useful as a training course for our local union officers, committeemen, and shop stewards if it is modified in several respects.

The outline followed by the instructor, and the printed material which he distributed was written primarily for the use of management groups. An "on the spot" adaptation for union groups is not satisfactory. If the Program is to be extended to union groups some changes in materials and method of presentation are necessary. Towards accomplishing this end the W. M. C. men who will handle the Program, could profitably spend some time with union people and learn practical union problems and points of view. Then, in cooperation with our people, they should modify their course in order to bring their instruction directly to the center of the interests and problems of our members. Such changes would (1) eliminate the prejudice that the Program is essentially "Management Stuff", (2) help maintain the interest of our people throughout the ten-hour course, (3) and generally enhance the value of the Program for union participants.

COMMENT "C"

COMMENTS ON JOB RELATIONS TRAINING

From the four hours of instructions I received in Job Relations, I feel that with modification and adaptation the Union could to advantage institute such a training program with our Committeemen and Stewards.

The approach should be solely from the Union's point of view, the objective being to build a strong responsible organization by intelligent and natural action and to obtain good relationship with Management through the orderly and intelligent processing of grievances by sound reasoning and definite steps to be followed in handling a grievance or any problem as outlined in the course.

It would be well to have Mr. Canon go afield and teach this course to groups of our Committeemen and Stewards. The Government would be obtaining its objective by creating a better relationship between workers and management through the union, thus building morale and promoting increased production.