

Yesterday, Today & Tomorrow

Predicting the Future by Viewing the Past





Labor History Framework

- What is history?
 - It is planning tomorrow through the insights of yesterday.

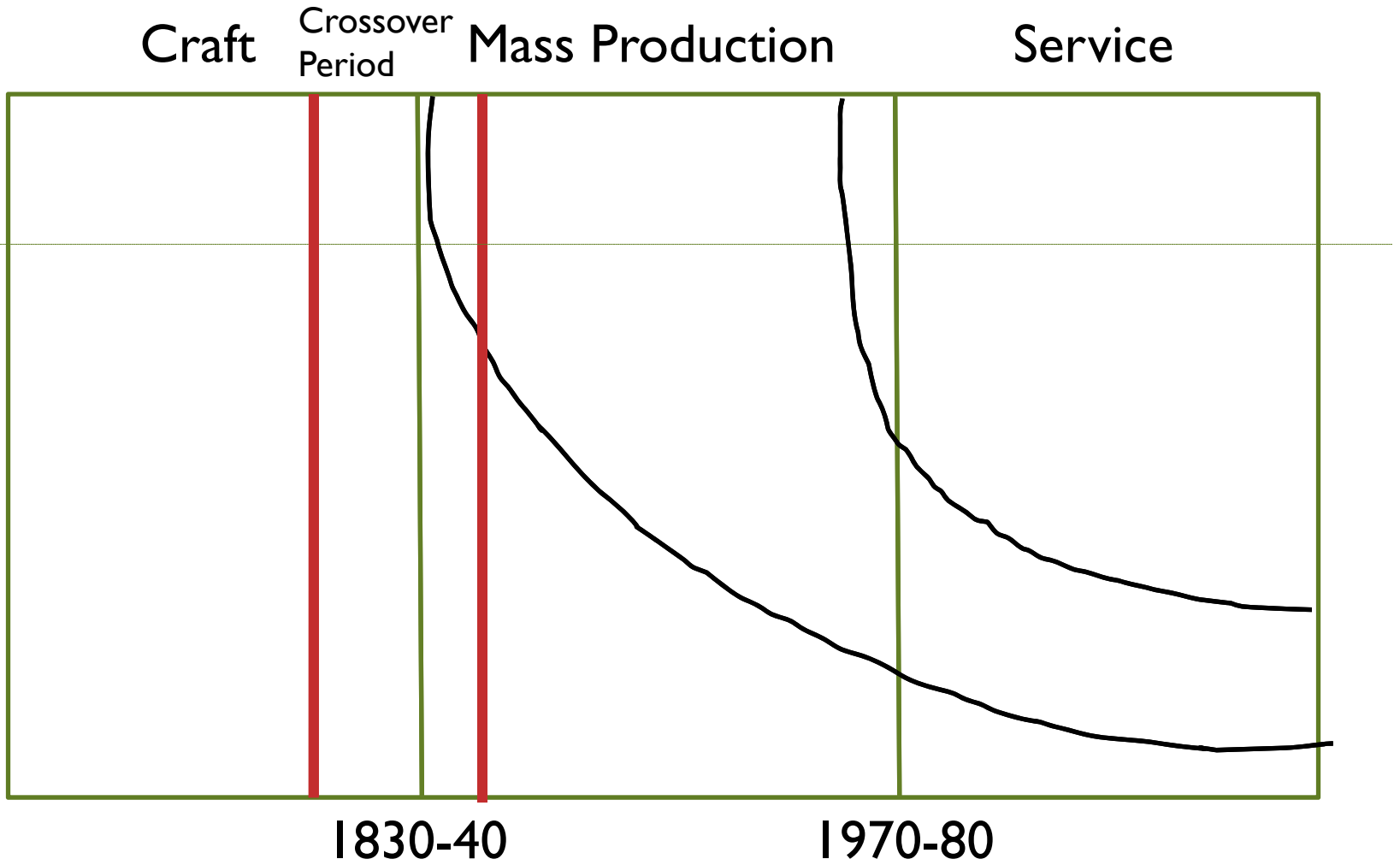
- What does it do for me?
 - It helps me put today in context
 - It helps me solve complex problems

Labor History Framework

- How does history impact HR/LIR?
 - How work is organized-recruiting and hiring to match the work
 - How I am paid for my work
 - How organizations are structured
 - Labor and Employment Law
 - Social Legislation
 - Why we discriminate
 - Why we are violent
 - Why we can't trust



Chart I



The Economy

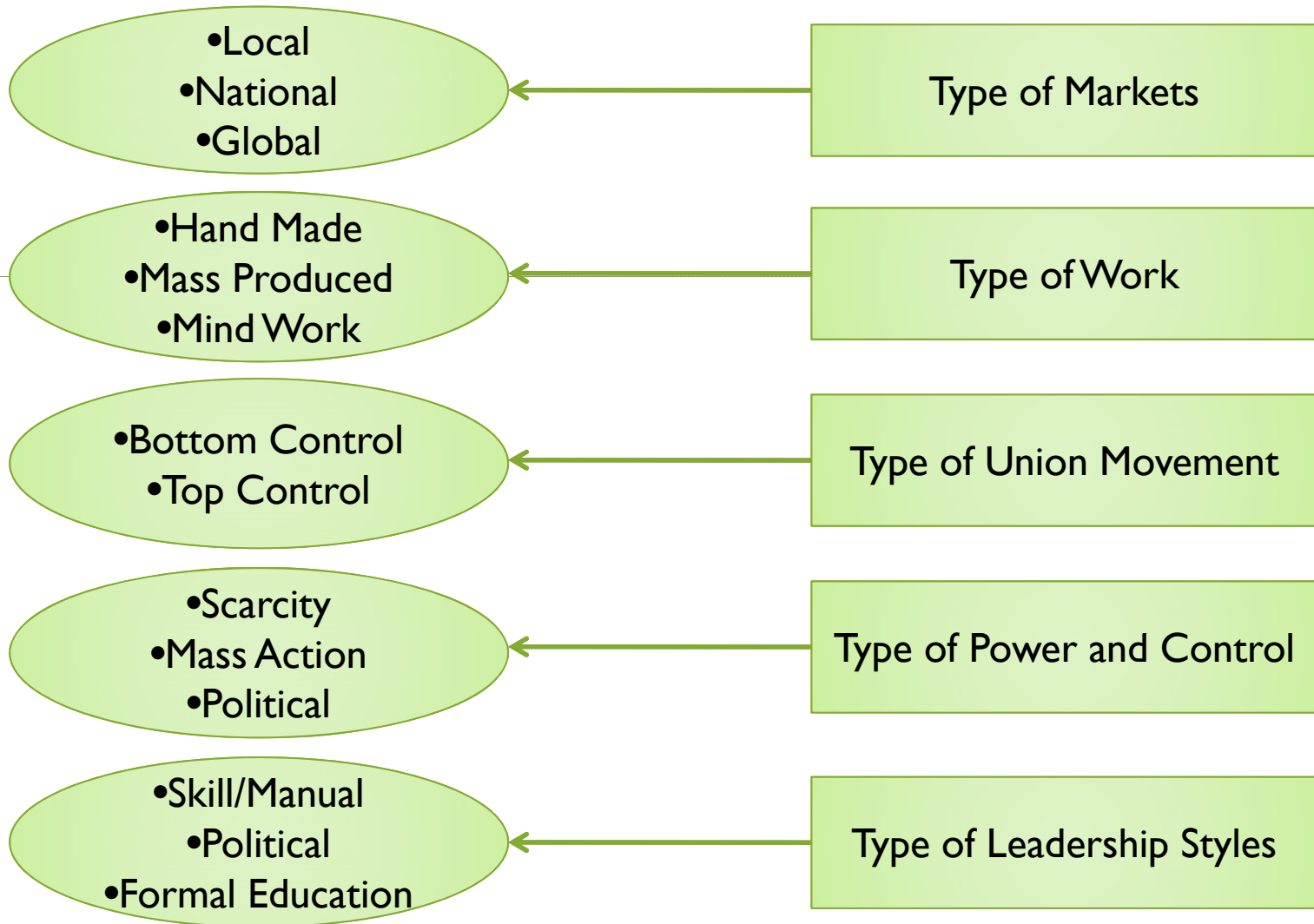


Chart 2

Detroit

Los Angeles

New York

Local Market						

Boston

Philadelphia

- 
- Silversmiths
 - Coopers
 - Glass Blowers
 - Blacksmith
 - Bookbinders
 - Printers
 - Millers
 - Shoemaker
 - Ironworkers
 - Gilders
 - Carpenters and Joiners
 - Stone Masons
 - Brick Maker
 - Gun Smith
 - Tailor
 - Wheel Maker



Chart 3

1. Control entrance to the trade through apprenticeship
2. Union hiring halls
3. Closed shop
4. Use of local and state building codes
5. Determined by worker
 - Quality of Product
 - Quantity to be produced
 - Materials
 - Design
 - Methods



Leadership Styles

Craft Economy → Skill/Manual

Mass Production
Economy →

Service Economy →

Chart 4

	Craft	Cross Over	Mass Production	Service
How work is organized	Craft line			
How am I paid for my work	Wage level			
How organizations are structured	Flat			
Labor and Employment Law	None			
Social Legislation	None			
Why we discriminate	Yes			
Why we are violent	Not			
Why we can't trust	?			

Chart 5

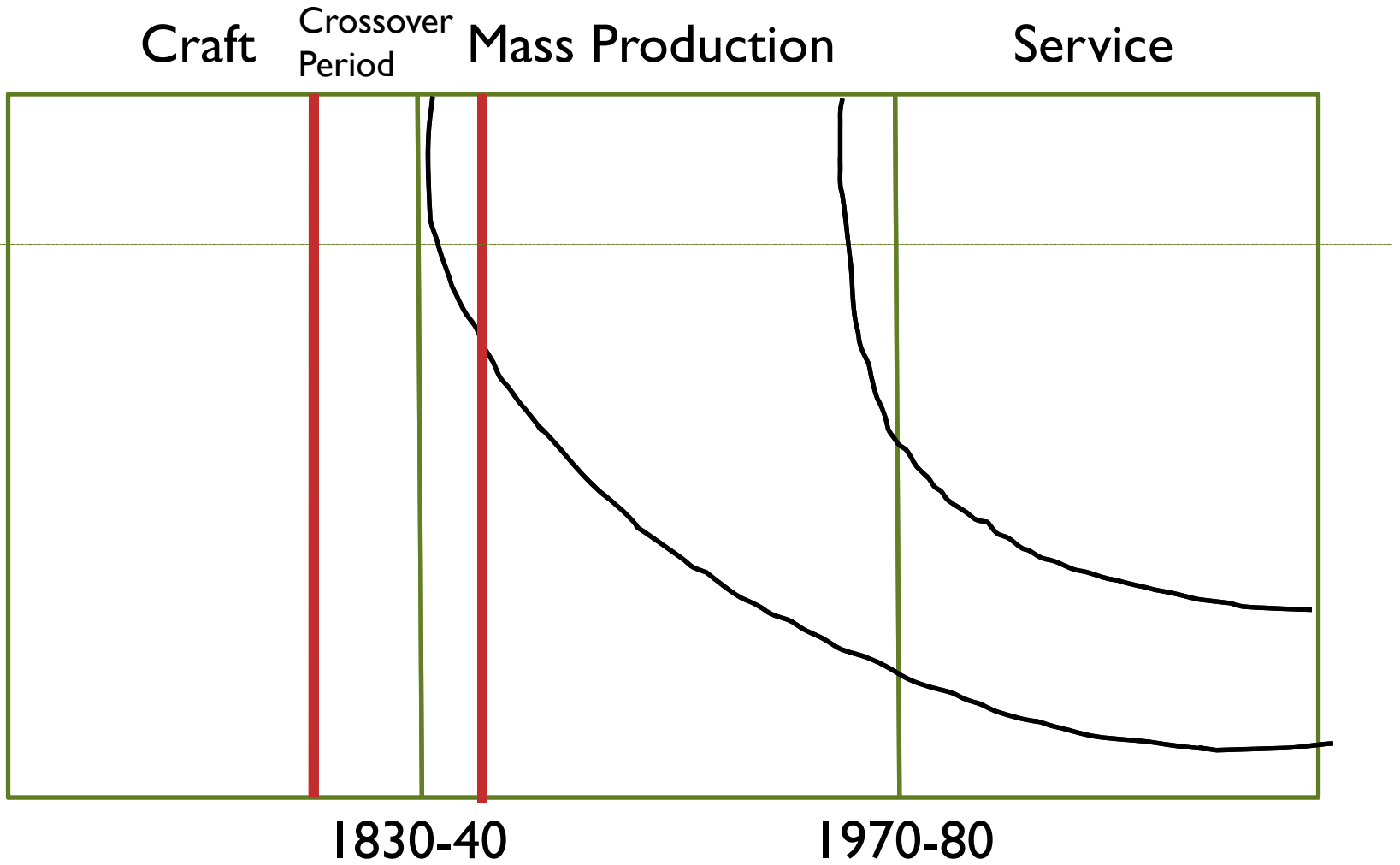
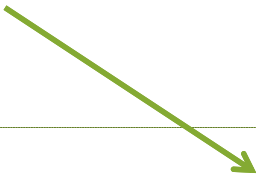
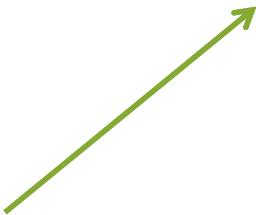


Chart 6

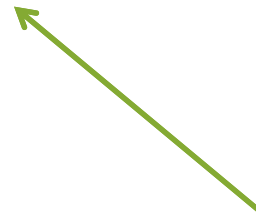
Guilds



Craft Unions



**A. Craft within
Construction
Industry**



**B. Skilled Trades
within Industrial
Unions**



Chart 7

A.

1. Non-Union Companies Double Breasted Companies
 2. New Technologies Pre-Fab Construction
-

B.

1. Effects of NLRB-Unit Determination
2. Erosion of Skilled Trades through Job Recombination
3. High Technology and the Technician/Non-Union

Chart 8

	Craft	Cross Over	Mass Production	Service
How work is organized	Craft Line	Craft Production		
How I am paid for my work	Wage Level	Wages		
How organizations are structured	Flat	Hierarchy		
Labor and Employment Law	None	None		
Social Legislation	None	None		
Why we discriminate	Yes	Yes		
Why we are violent	No	Yes		
Why we can't trust	?	Revenge		

Chart 9

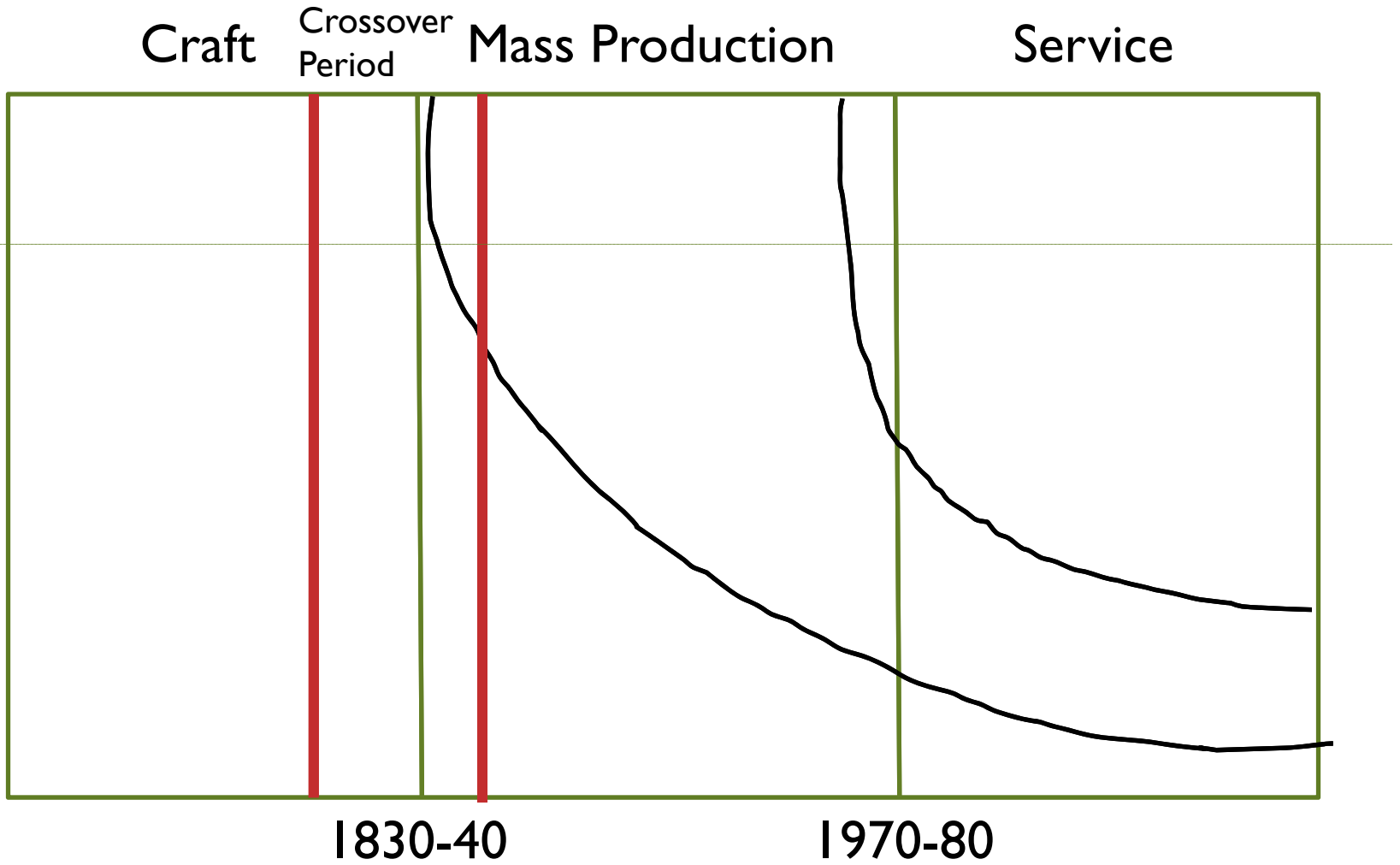




Chart 10

1. Union could not control skill levels required for industrial processes
2. Apprenticeship control
3. Lack of union tradition
4. A living wage
5. Employer opposition
6. Employer control of hiring process
7. Craft unions were not interested in organizing the factory system
8. Company unions

Chart II

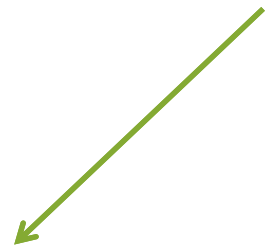
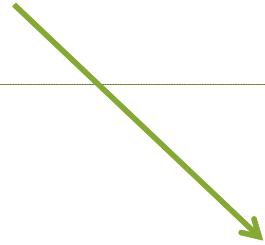
Scientific Management



Time Study

Frederick Taylor

Methods Improvement

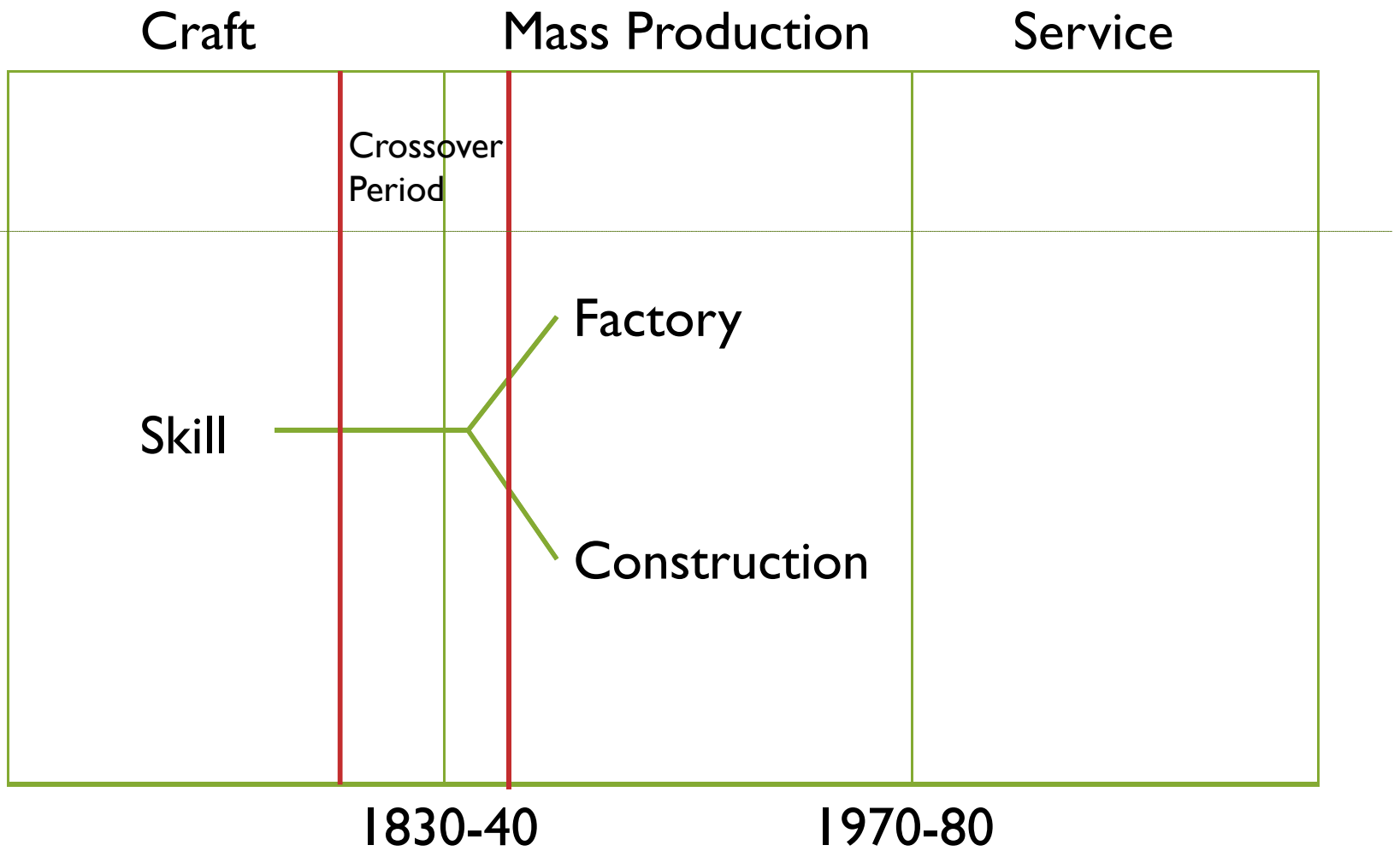




Results of Scientific Management

1. Cut the ground from under Craft Unionism in the factory
2. In manufacturing, skill is no longer a scarce element of production
3. Helped unskilled workers to earn a living-increased productivity
4. Job content simple, thus replaceable

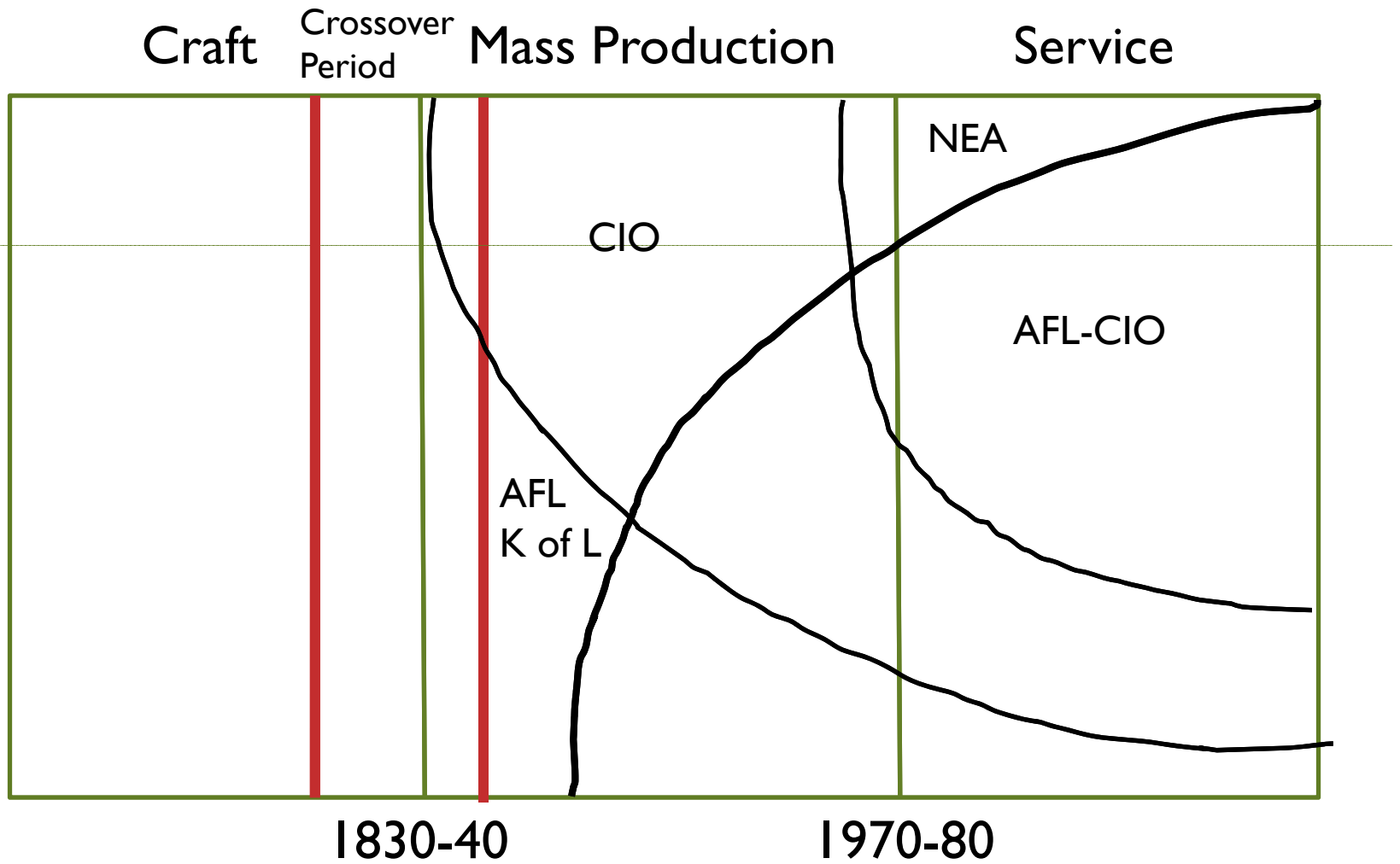
Chart 12





Skill vs. Seniority Principle

Chart 13



Federation Time Line

Knights of Labor 1864



American Federation of Labor 1886



Congress of Industrial Organization 1938

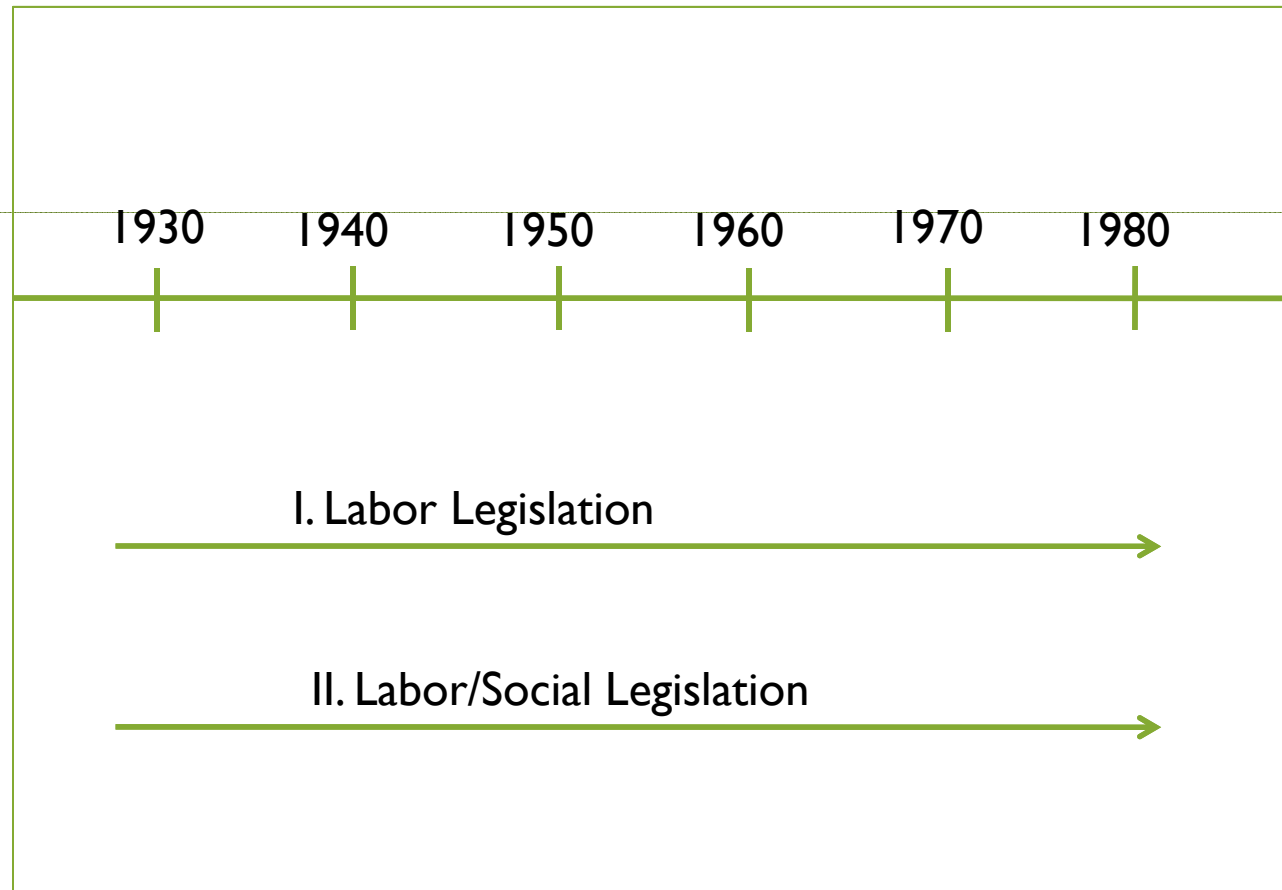


AFL/CIO 1952



Change to Win 2006

Volunteerism





Volunteer Means

1. Strength at the bottom
 - Note: Craft Unions
2. No pressure for the Federation
 - Note: AFL had no right to interfere in local affairs
3. Independence among the Locals
4. Non-partisan
 - Note: More political efforts were directed toward getting the state out of labor affairs



Political Alternatives at the Time

Minor: Track 1-Control the Means of
Production

Major: Track 2-Collective Bargaining



Leadership Styles

Craft Economy → Skill/Manual

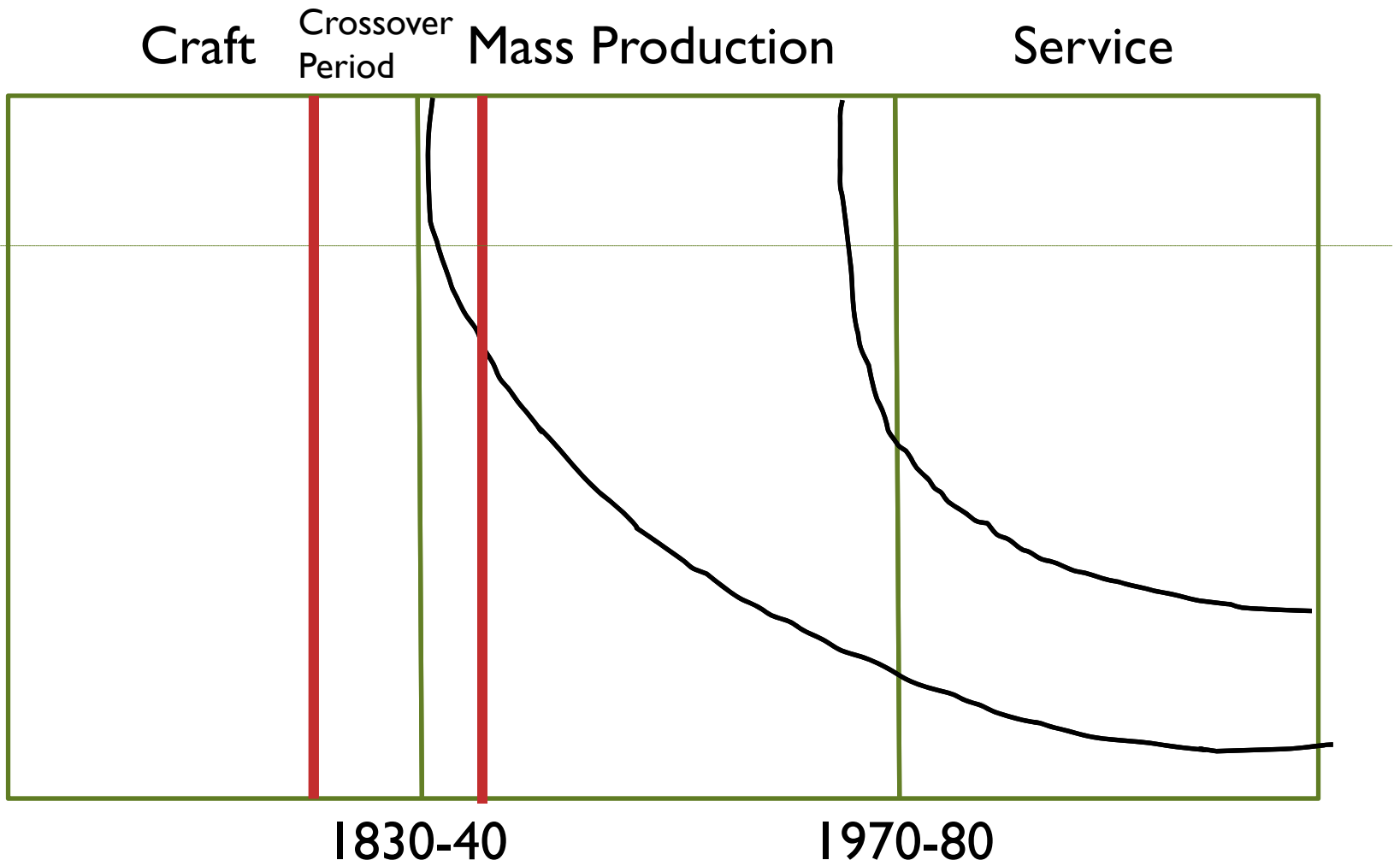
Mass Production
Economy → Political

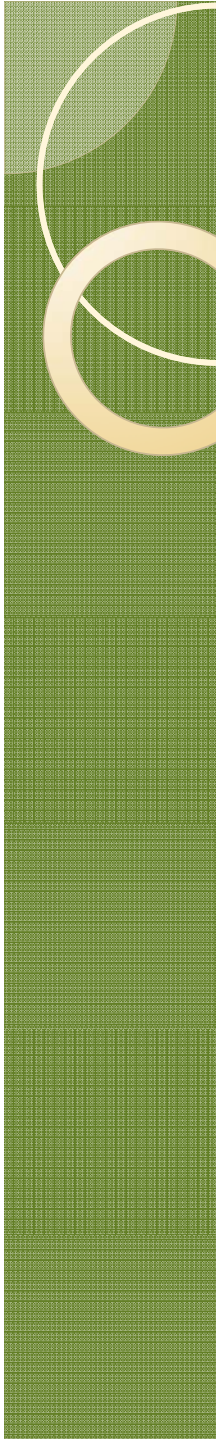
Service Economy →

Chart 14

	Craft	Cross Over	Mass Production	Service
How work is organized	Craft Line	Craft Production	Simple/Replacable	
How I am paid for my work	Wage Level	Wages	Piece work wages	
How organizations are structured	Flat	Hierarchy	Super Hierarchy	
Labor and Employment Law	None	None	Yes	
Social Legislation	None	None	Yes	
Why we discriminate	Yes	Yes	Yes-see new laws	
Why we are violent	No	Yes	Very	
Why we can't trust	?	Revenge	No	

Chart 15





Seniority



Decrease in
importance

Training &
Education



Increase in
importance



Relationship to the Old Craft Concept

Today's Profession

- RN
- Teacher
- Doctor
- Engineer

Semi-Skilled

- LPN
- Teacher's Aide
- Physician's Assistant
- Technician

Restrict Access to the Profession

1. State License

2. Entrance to School





The New Scientific Management

- QWL
- QC
- Job Enrichment
- Labor-Management Committees
- Job Enlargement
- Teams
- Cells



Bargaining Strategy and Structure

1. No laws or hodgepodge
2. No right to strike or ineffective
3. White collar identity with management
4. Unit determination
5. Corporate strategy
6. The holding company
7. Inability to pay the bill
8. Small company death rate



Leadership Styles

Craft Economy → Skill/Manual

Mass Production
Economy → Political

Service Economy → Formal
Education

Chart 16

	Craft	Cross Over	Mass Production	Service
How work is organized	Craft Line	Craft Production	Simple/Replaceable	Expanded Teams System
How I am paid for my work	Wage Level	Wages	Piece work wages	Pay for Performance
How organizations are structured	Flat	Hierarchy	Super Hierarchy	Flat
Labor and Employment Law	None	None	Yes	Yes
Social Legislation	None	None	Yes	Yes
Why we discriminate	Yes	Yes	Yes-see new laws	Plus of Minus Non-Discrimination Laws
Why we are violent	No	Yes	Very	Quiet
Why we can't trust	?	Revenge	No	Yes/No