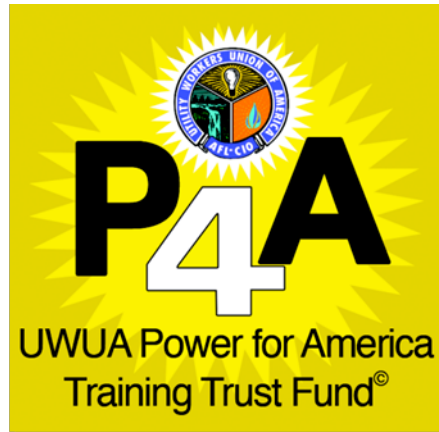


Yesterday, Today & Tomorrow

Predicting the Future by Viewing the Past – slide 1

A Note taker's Guide



I. Labor History Framework



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

A. What is history?

Class question?

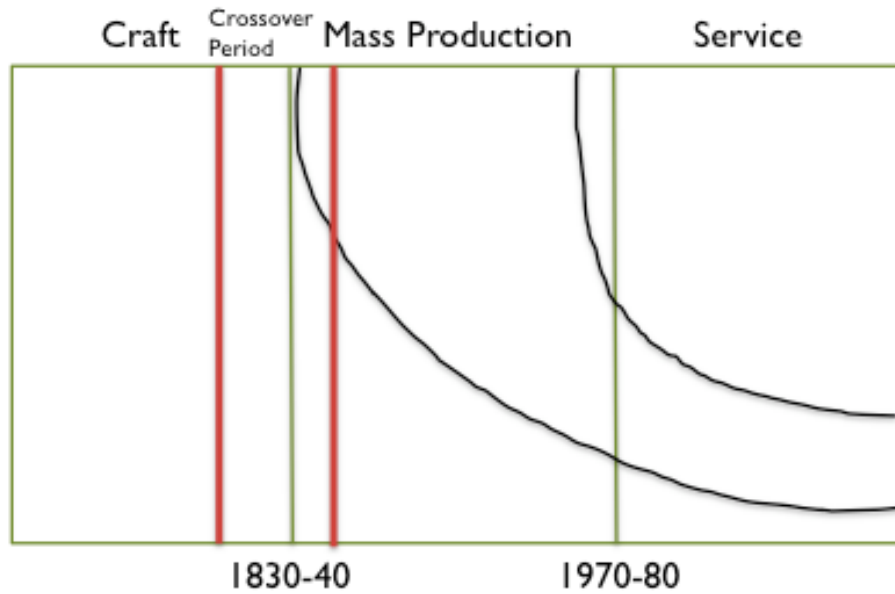
B. What does it mean to me?

Class question?

II. Labor History Flow Process – An Overview



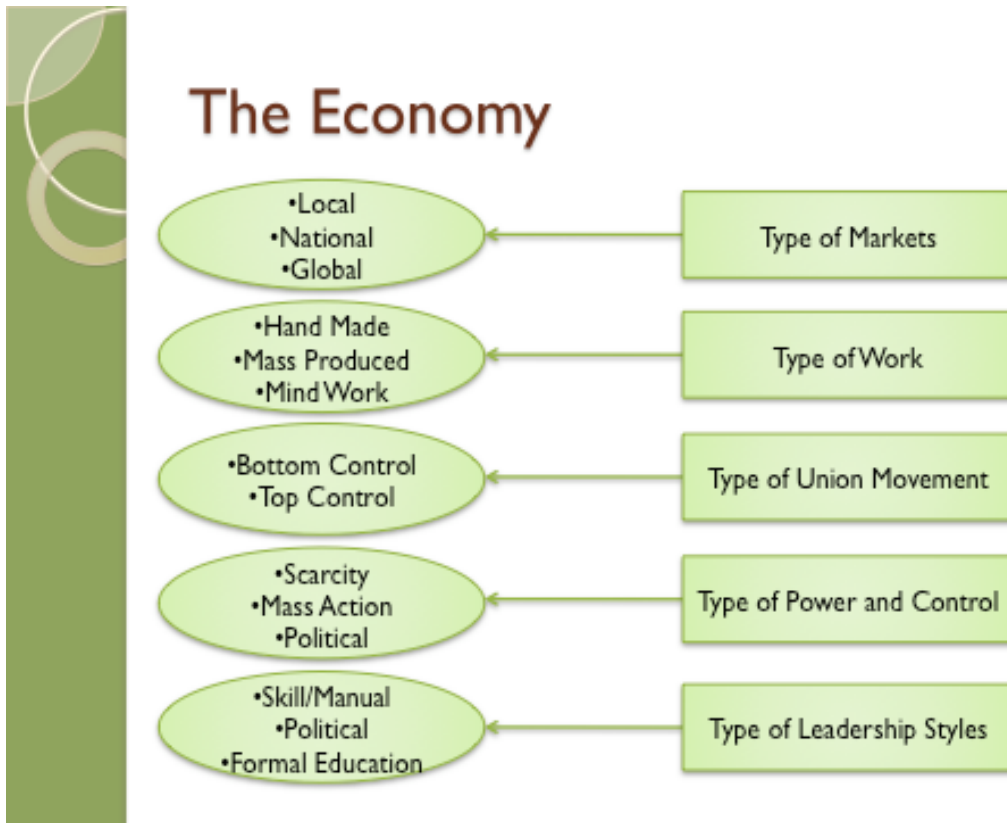
Chart I



Information Box

- The collective bargaining structure and leadership styles mirrored the American economy as it evolved over time from a craft economy to a mass production economy to a service economy

II. Labor History Flow Process – continued – The Economy



A. Types of Markets

B. Types of Work

C. Type of Union Movement

D. Type of Power and Control

E. Types of Leadership Styles

III. The Craft Economy



Chart 2

Detroit				Los Angeles			New York	
Local Market								

Information Box

- Handcrafted industry consists of enterprises in which the employer sells a product, which is turned out directly by the skilled hands of the craftsman.

A. The Crafts



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

1. From Craft to Art

2. The Story of the Tailor

B. The Union Structure

Information Box

Workers are organized into craft unions according to their particular skills

Example: One skill/one union – no multi skill unions

1. Power and leadership of the unions were at the bottom.

Question: Where does the power lie in today's modern union?

C. Job Content and Worker Qualification

Information Box

Each worker must command a certain range of knowledge of manual skills, common and traditional to the craft, passed down to the male members of the family.

D. Bargaining Strategy – Power and Its Use

Information Box

Regulating the supply of labor to meet, but not to exceed the demand.

1. How?



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

Class Questions?

2. "That is not in my job description"

Discuss

E. Contract Administration

1. Where was management? Ownership versus managing

2. In the beginning there were no formal contracts – why?

3. The craft union made its bargain in the form of wage levels

Information Box

- No real fringe benefits before 1950
- A union took care of its own

4. Enforcement of standards of discipline on the job for work performance rests largely in the hands of the union alone.

Information Box

Union hiring halls and their use

G. Leadership Styles



Leadership Styles

Craft Economy → Skill/Manual

Mass Production
Economy →

Service Economy →

Information Box

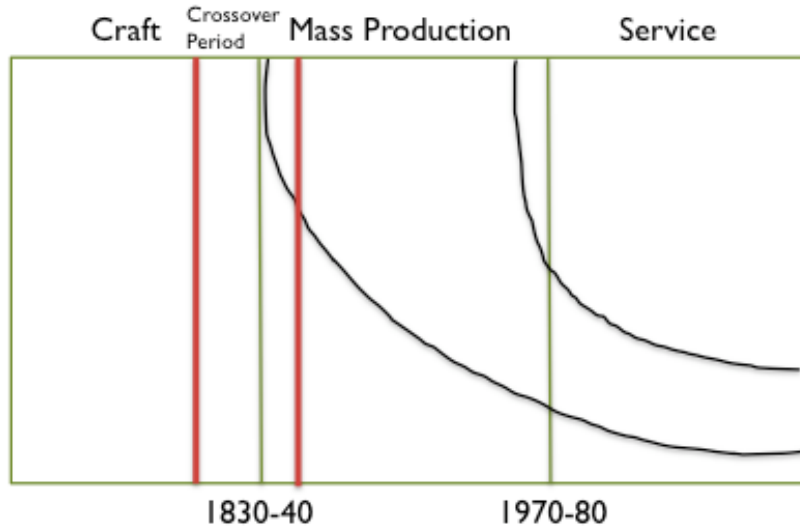
The union – non-political – why?

Management – non-dominant – why?

IV. Cross-Over Period



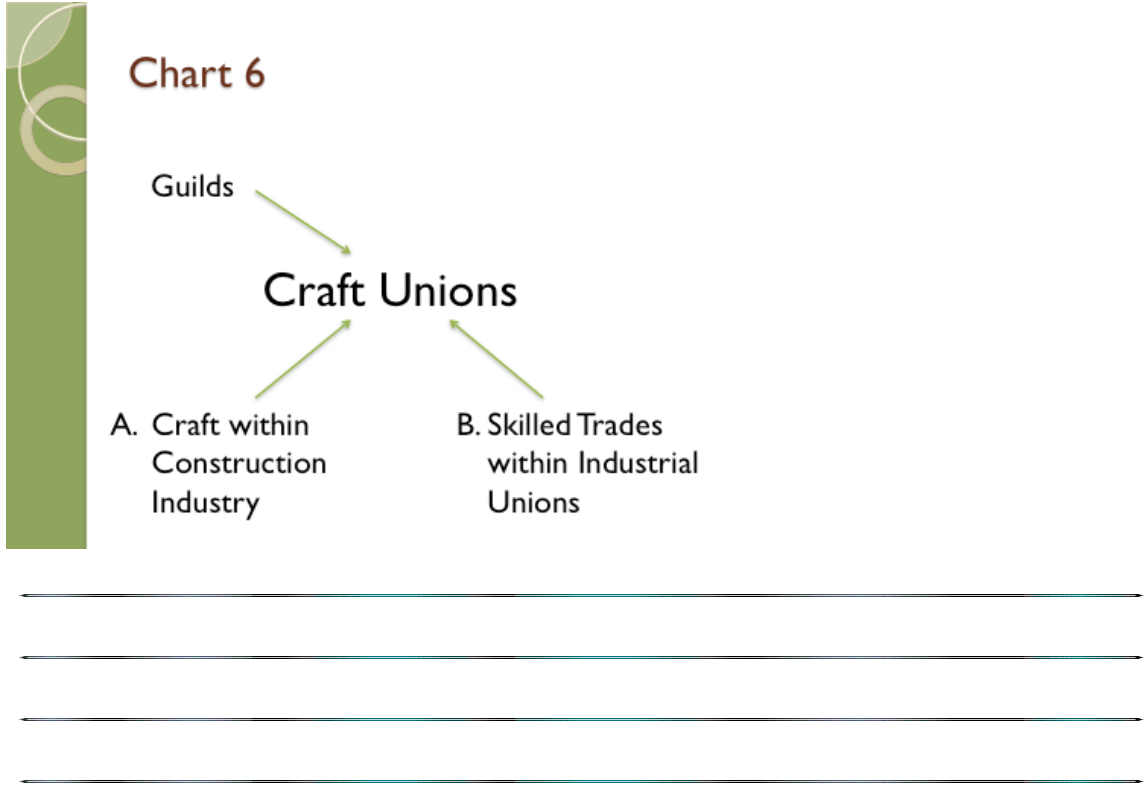
Chart 5



Information Box

- A move from local markets to national markets
- The industrial revolution caused the rise of the factory system
- Skill become less important—leadership styles changed
- The family control of skill distribution started to lessen

1. The Effects



-
- 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
-
-
-
-

A. Conditions



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

1. *Information Box*

- Management controls processes
- Skill itself was no longer vital

2. *Information Box*

Control slipped from union to union, management and government

3. *Information Box*

Unskilled workers from Europe – not exposed to bargaining – very political

4. *Information Box*

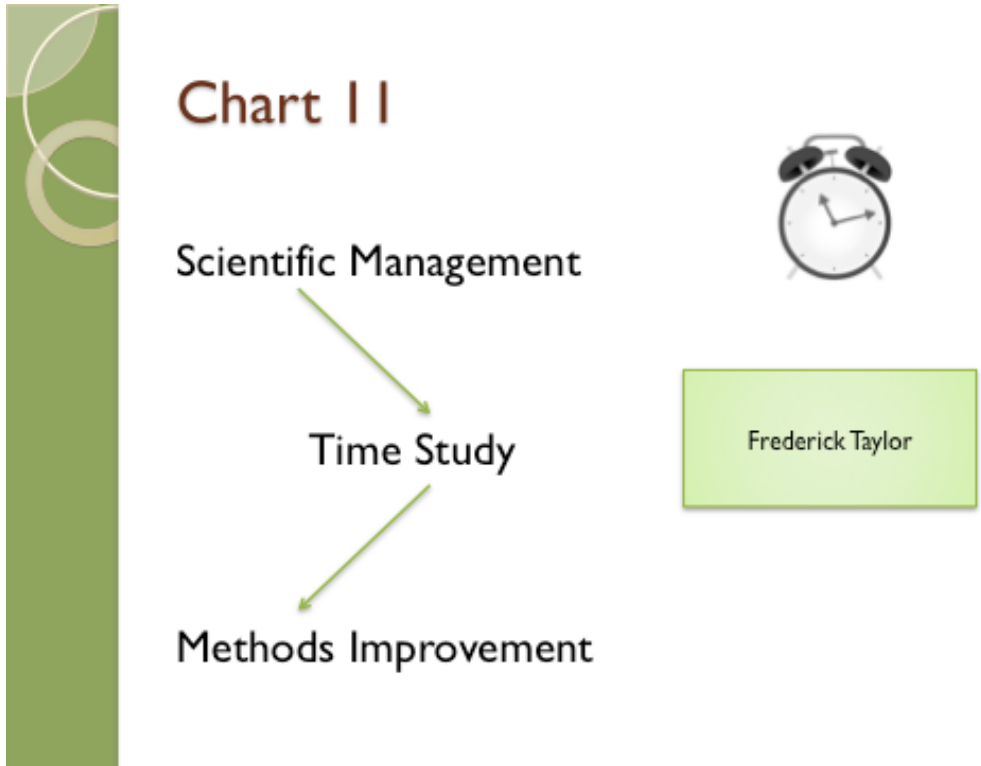
- Good money in relation to the learning time invested
- Good money compared to what they were use to

7. *Information Box*
Knights of Labor (KOL), American Federation of Labor (AFL),
Congress of Industrial Organizations (CIO)

8. *Information Box*
Explain

B. Job Content and Worker Qualification

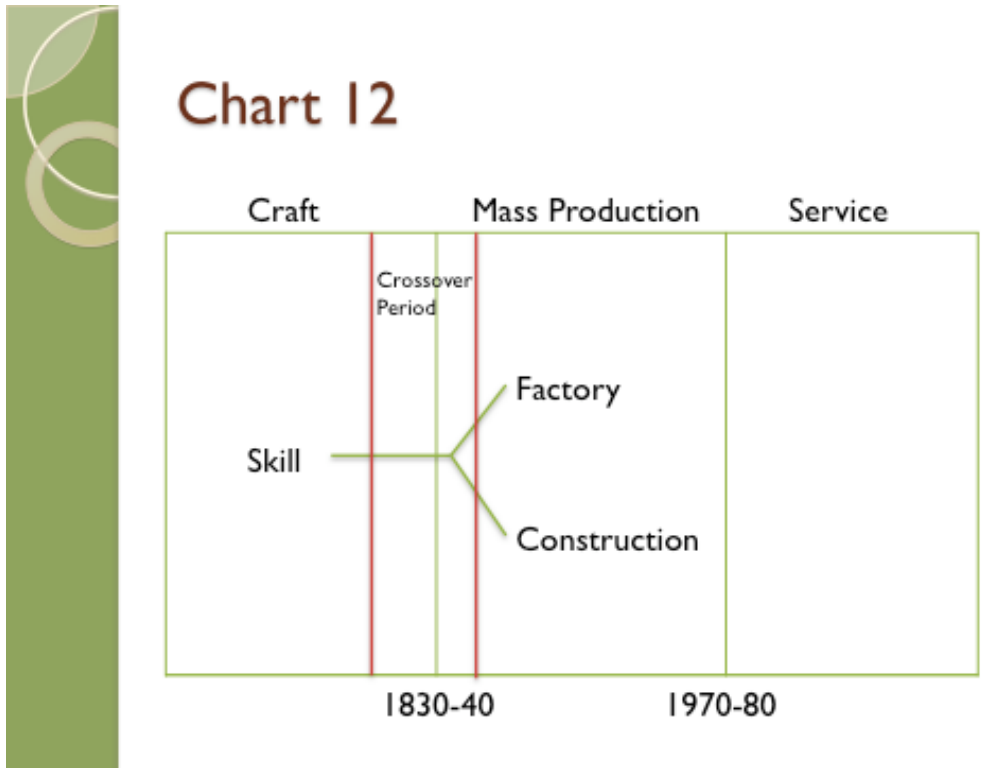
1. Scientific Management



Information Box

My job description and teams develop during the mass production period

3. What has happened to skills?



Information Box

- NLRB treatment of skilled trades versus non-skilled in plants – massive loss of power
- See the British system
- AFL historic retreat – 50 years into the hand crafts not to come out until the CIO arrived – 1886 to 1938

C. Bargaining Structure



Skill vs. Seniority Principle

Information Box

- The industrial union strategy had to be based on the work place
- What is the new power source?
- The seniority principle brought forth the importance of the concept of job content/job duties – the vested right to stay began
- Seniority as a tool of equity developed into a tool around which to organize

E. Strike Strategy

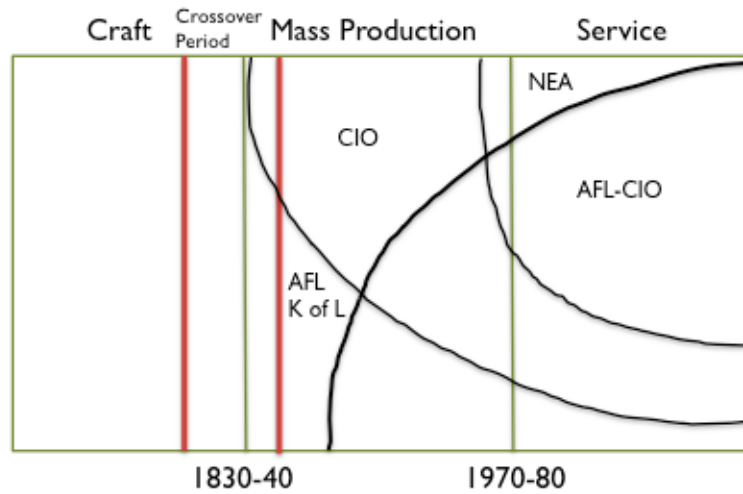
Information Box

- Mass strikes, mass action, sit down strikes
- Unfriendly courts and injunctions
- Unfriendly politicians
- No supporting laws

F. Union Structure



Chart 13



The Labor Federation



Federation Time Line

Knights of Labor 1864



American Federation of Labor 1886



Congress of Industrial Organization 1938



AFL/CIO 1952



Change to Win 2006

Information Box

- What is a Labor Federation?
- What is the role of the Federation?
- The time lines
- Knights of Labor – why did it die?
- What is the future of “win to change”
- The power shifted from bottom to top

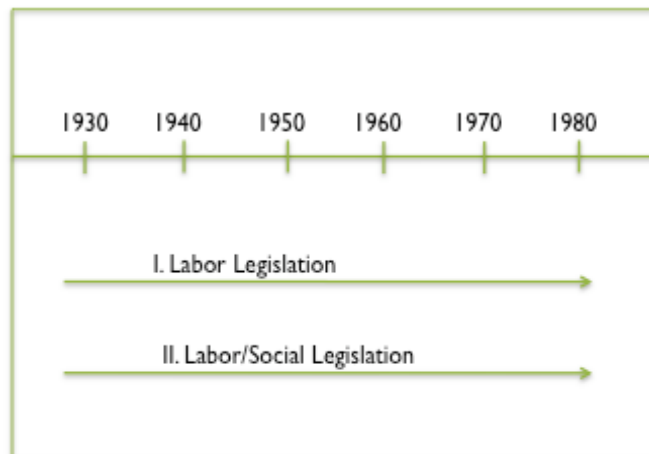
G. Labor Legislation and Politics

Information Box

Most unions prior to 1930 were non-political I.E. non-partisan, but with the big bang of the 1929 depression all of that changed.



Volunteerism



Information Box

- The history of labor legislation tracks the prevailing philosophy of the labor movement at the time. As that philosophy changed so did the trend in legislation.
- The theme of voluntarism was that workers could best achieve their goals by relying on their own voluntary association.
- President Ronald Reagan and the PATCO strike.



1. Volunteer Means



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

Information Box

At one time the labor movement was opposed to both social legislation and labor laws.

Examples

- Collective Bargaining rights by law
- Worker's Compensation
- Minimum wage
- Unemployment compensation

Explain the Railway Labor Act of 1927

2. Why did all this change?

Information Box

- The Great Depression
- The New Deal and President Roosevelt

3. Political alternatives at the time



Political Alternatives at the Time

Minor: Track 1-Control the Means of Production

Major: Track 2-Collective Bargaining

Information Box

- Business unionism – acceptance by United States trade unions of basic capitalism versus control of the means of production.
- The union will bargain its share of the profits and management will manage the business.
- The United States business sector has never accepted the continuing existence of the trade union movement.

H. Leadership



Leadership Styles

Craft Economy → Skill/Manual

Mass Production Economy → Political

Service Economy →

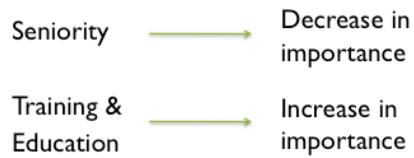
I. Mass Production Summary



Chart 14

	Craft	Cross Over	Mass Production	Service
How work is organized	Craft Line	Craft Production	Simple/ Replaceable	
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	

B. Job Content and Worker Qualifications



Information Box

- At night I take my knowledge home with me.

At night in a mass production economy I leave my machine at the work site.

1. The New Craft Concept



Relationship to the Old Craft Concept

Today's Profession	Semi-Skilled
• RN	• LPN
• Teacher	• Teacher's Aide
• Doctor	• Physician's Assistant
• Engineer	• Technician

3. The New Scientific Management



The New Scientific Management

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

Information Box

- Contrast the old Scientific Management with the New Scientific Management
- Decreased employee role versus expanded employee role

C. Bargaining Strategy and Structure



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
-
-
-
-

D. Contract Administration

Information Box

- Role of the supervisor
 - Private sector – supervisor has the right to hire, fire, suspend, demote or promote or effectively recommend
 - Public sector – the final authority resides with the political body, I.E. City Council, County Board of Commissioners, etc.
-
-
-
-

F. Leadership Styles



Leadership Styles

Craft Economy → Skill/Manual

Mass Production Economy → Political

Service Economy → Formal Education

G. Service Economy Summary



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
