

IRRA



COMMON GROUND

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION FOR WESTERN NEW YORK

PRESIDENT'S MESSAGE

FALL 1988

by David Keicher

Let me begin by congratulating Eric Lawson on an excellent 1987-88 program year. Under Eric's leadership, the IRRA was able to accomplish many new things. For the first time, we combined two mini-conferences with our regular monthly meetings. Both of them were well attended and received many favorable reviews from participants. Also worthy of mention is the adoption of our new bylaws. The bylaws were badly in need of revision, and Eric recruited and appointed the volunteers who effectively made the necessary changes. Thanks, Eric, for a job well done.

Now let me share with you the work to date of the 1988-89 Program Committee, which I am co-chairing with President-elect Chuck Davitt.

Our first meeting of the program year is scheduled for September 27. Joyce Miller, International Vice President of the Amalgamated Clothing and Textile Workers Union, of which I am a proud member, will speak on "Women and Work." Joyce is also on the National AFL-CIO Executive Board, President-elect of the National IRRA, and National President of the Coalition of Labor Union Women (CLUW).

As more women continue to enter the workforce, their special needs and concerns have to be addressed, both at the workplace and in the union halls. CLUW provides an ongoing structure within the trade union movement that strengthens the role of women in their unions. It seeks

affirmative action in the workplace and obtains equal rights for women in hiring, promotion, classification, and pay. CLUW promotes a variety of legislative and political action goals, and it works to organize the unorganized and encourages the participation of women in their unions.

We must thank Charles Cannon, Business Agent, and Doris Heath, Manager of the WNY office of ACTWU, for arranging for Joyce Miller's participation at our meeting.

In October, the second meeting of the year will focus on the U.S./Canada trade pact, and how it will affect the Western New York economy. Joe Ritz and Andy Loeb are working on the specifics for October's program. The date has not yet been set.

On November 10, our third speaker will be Sal Martoche, a former Buffalonian who was recently appointed an Assistant Secretary of the Treasury. Mr. Martoche is also a former Assistant Secretary of Labor for Labor-Management Relations, and that will be the focus of his presentation. Thanks to Ramona Gallagher and Mary Thomas Scott for securing Mr. Martoche's participation.

Let me close by thanking all of you who have come forward to volunteer your time and talents. I look forward to seeing you on September 27th.

WELCOME TO NEW MEMBERS

Please extend an enthusiastic welcome to the following additions to our ranks:

Joseph L. Braccio

Associate

Hodgson, Russ, Andrews, Woods & Goodyear

John R. Bunk

Human Resources Supervisor

ARV Crepalo, Inc.

Linda Harris Crovella

Associate

Flaherty, Cohen, Grande, Randazzo & Doren

Michael J. Flynn

Vice President, Admin. & Member Rels.

Greater Buffalo Chamber of Commerce

Herbert Gorbady, Jr.

Buffalo & WNY Hospital and Nursing

Home Council, AFL-CIO

Peter A. Grant

Vice President for Personnel

Columbus McKinnon Corp.

Gerald L. Hogan

Labor Studies Coordinator

Erie Community College

Betty Maerten

Director of Personnel

Gemcor

Peter J. Rybka

Labor Consultant

AFGM Local 110

James R. Schwinger

Greater Buffalo Press

TRANSITIONS

Please extend congratulations to Dan and Pat Chavanne on the birth of their first granddaughter, Samantha Lynn Chavanne, on April 8, 1988.

Congratulations are also due to Dick and Alice Slisz, whose son, Richard, graduated from Albany Law School last Spring.

REFLECTIONS OF A PAST PRESIDENT

by Lloyd Hahn

Being a past executive of an organization allows one, rightly or wrongly, to assume certain prerogatives. I am going to do that, right now.

I have some concern for the future effectiveness of our Chapter. I believe the real strength of the IRRA is rooted in the idea of bringing together the three sides of the Industrial Relations triangle: Labor, Management, and, for want of a better term, the Public. We must zealously work to have this triangle come as close as possible to an equilateral triangle. If it becomes an isosceles triangle, then two of the sides could dominate the third, or one side could dominate the other two.

In order to minimize the chance of either of these eventualities coming to pass, all members must objectively judge what they feel to be the relative position of the side they espouse. If they detect any weakness they must assume the responsibility for recruiting effective new members to strengthen their side. This should not be done in a competitive manner, but rather should be the result of balanced evaluation. If any one side becomes dominant the advantage would be short-lived because the result would be to weaken the whole organization.

These are just a few thoughts. I personally do not perceive that our Chapter has strayed much from the ideal. However, this is a dynamic organization and we must see that any growth of one side is closely matched by the others. The executive organization of our Chapter requires equal numerical representation from each category. I am certain our total membership does not meet this standard. Would it not be desirable to set this as a goal not only on a quantitative basis but on a qualitative one as well?

WNYIRRA LANDS NATIONAL SPRING MEETINGS FOR 1990

As announced briefly in the last issue of COMMON GROUND, our chapter has been named to host the IRRA's national meetings for Spring 1990. Here are some details:

On January 27, President Eric Lawson wrote to the national office to convey the WNY Chapter's interest in hosting the meeting. After receiving information on application procedures, Eric raised the issue with the Executive Board at a special meeting on February 20. The Board decided to go ahead, and an ad hoc committee, consisting of Eric, Dave Keicher, Dave Hall, Chuck Davitt, Frank Ervolino, Dick Slisz, and Howard Foster, was appointed to put together the application. Eric himself did most of the spadework, and the formal invitation was submitted on March 11. The letter stressed the large and active nature of the WNYIRRA chapter: our meetings, newsletter, Citizen of the Year Award, scholarships, and so on. Eric also effectively trumpeted the qualities of the WNY community and the availability of meeting facilities.

On April 13, National Secretary-Treasurer David Zimmerman wrote to Eric advising that the IRRA Executive Board had voted to accept our invitation. He cited Eric's "description of the strength and activity of the Western NY Chapter, as well as your preliminary plans for local arrangements, and your previous bids to host a spring meeting."

WHAT PRICE DINNER?

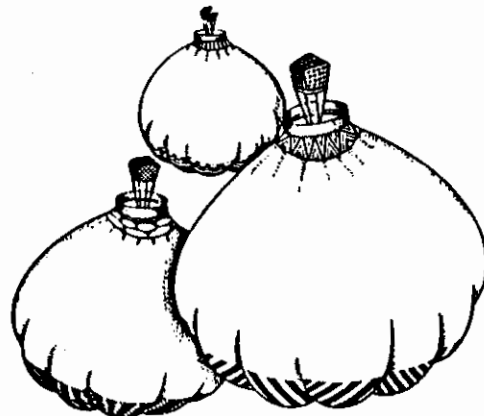
We knew that two-tier wage schedules have been controversial, but recently we've also been advised that some people have objected to the two-tier price schedule we have for our dinner meetings. Like most organizations, we have charged members a lower rate than non-members for services, but we hear that some members have suggested that this practice lacks class. The purposes for two prices, of course, are to recognize the value of support given to the organization by members, as well as to encourage non-members to become members. The Executive Board is interested in your thoughts on this subject. Please let us know at a dinner meeting or drop a note to Howard Foster, 160 Jacobs Center, SUNYab, Amherst 14260.

At our May meeting on the Americana, the Executive Board named a Committee to Organize the 1990 Conference, consisting of the earlier ad hoc committee plus Miriam Winokur, Jim Healy, Chuck Davitt, Ton Christy, and Marilyn Zahm. An organizational meeting was held on June 28, and the Committee will continue to meet intermittently until plans are finalized.

Eric has agreed to continue as the Conference Chair, and the following subcommittees have been established: Program (Howard Foster, Chair); Liaison with National IRRA (Eric Lawson and Dave Keicher, Co-chairs); Local Arrangements - Hotel (Dave Hall, Chair); Local Arrangements - Other Facilities and Services (Miriam Winokur and Marilyn Zahm, Co-chairs).

Dates for the meeting are May 25-27, 1990. Please mark your calendars. (What do you mean you don't have a 1990 calendar yet?) At present we expect all events to be housed at the Ramada Renaissance.

It can hardly be overstressed that this will be a major undertaking for IRRAWNY, and the Committee will need all the help it can get. Please be responsive to overtures from any of the subcommittees, and please don't hesitate to volunteer your services. Suggestions for program topics will be particularly welcome. To offer them, please call Howard Foster at 636-3247. Thanks.



MEET CHUCK DAVITT

Chuck Davitt, for those of you who haven't had the good fortune to meet him, is the incoming President-Elect of IRRRAWNY. Chuck was recently kind enough to have lunch with your humble and obedient editor (and generous enough - he even picked up the tab!) to share some thoughts about IRRRA and our field in general.

Chuck's a Buffalo-area native (North Tonawanda, actually) and was educated locally, graduating with a business administration degree from UB in 1969. After some graduate study at the University of Michigan, he returned to Buffalo and took a job at Columbus-McKinnon. His first real exposure to the Industrial Relations/Human Resources function came with a stint at the Ferro Corporation, where he worked for five years. In 1976, Chuck was hired by the expanding Gibraltar Steel Corporation to be their Manager of Human Resources. He is still with Gibraltar, having worked his way up to Corporate Director of Industrial Relations.

Although Chuck's work and responsibility cover the spectrum of the Human Resources function, Chuck spends about half his time on labor relations. Two of Gibraltar's plants are unionized (by the UAW), and Chuck thinks the Company's relations with the Union and its 250 unionized employees are good. Although some of Gibraltar's facilities are non-union, Chuck notes that the Company has not actively resisted unionization at any of its plants.

Chuck says he makes a point of handling the critical functions of labor relations himself - conducting negotiations, preparing and presenting arbitration cases - rather than "subcontracting" them to a consultant or attorney. He thinks the performance of these functions both benefits and is benefitted by his day-to-day dealings with the union and its members.

We asked Chuck for any preliminary thoughts he might have about the IRRRA and its activities. His strongest impression is that the organization has not tapped its resources to the fullest. He thinks there are not enough active professionals

on either the union or management side. [See comments by Lloyd Hahn elsewhere in these pages - ed.] We need to build membership and interest, and this can only be done through personal contacts and encouragement. The more an organization like this succeeds - one dedicated as it is to the promotion of our "common ground" - the better it is for Western New York. And the more active members there are, the more new ideas infiltrate the thinking of decision makers. This, Chuck says, is going to be one of his major goals as President.

One of Chuck's hopes is to attract some high profile speakers for our programs. He suggests that we should keep an eye out for visitors to town on other business who can be invited to talk to us as well, maybe even for an informal breakfast meeting.

Chuck sees Buffalo as on the verge of a new era of growth, and he sees union-management relations playing a key role in the rejuvenation of downtown, for example. He acknowledges that Buffalo, and its labor relations in particular, have an image problem that must be overcome. As the city downsizes, we will have to continue to become more cooperative and less confrontational. We must recognize that we all have something to lose. Chuck freely acknowledges that attitudes on the management side have to change. He sees managements that have divested themselves of unions as often tending to slide into roles that helped create the felt need for the union in the first place. But none of this, Chuck thinks, should hide the fact that Buffalo's labor relations have come a long way in cooperation and problem solving.

Chuck lives in Amherst with his wife and two children, three and six months. As this year's Program Co-Chairman and next year's President, he'll have his hands full. Please give him your welcome, your help, and your thanks for his willingness to contribute substantial time to our organization.

CORNELL ANNOUNCES FALL COURSES

Buffalo Labor Studies, a program of the New York State School of Industrial and Labor Relations at Cornell University, will be offering six courses this Fall. Classes will begin on September 14 and meet Wednesday evenings on the Buffalo State College campus. Limited scholarship assistance is available. Here are the courses and their instructors:

Contract Administration (Doug Bantle)

Labor Journalism (Jerry Regan)

Contemporary Labor Issues in the Public Sector (Larry Flood)

Labor Economics (Susan Woods)

Introduction to Occupational Safety and Health (Dan Bentivogli and Nellie Brown)

Computers: Intermediate Applications for Union Financial Management and Reporting (John O'Day)

For more information, call Cornell at 842-6180 or visit their offices at 120 Delaware Avenue, Suite 225.

ATTENTION NO-SHOWS, LAST CALL

On two previous occasions we have issued an appeal for members to make sure they either honor reservations at our dinner meetings or call to cancel them. To show that this is not simply an academic issue or one of common courtesy, please note that IRRA lost \$314 on its May meeting aboard the Americana. We provided a guarantee based on the number of people who reserved spaces, and a large number didn't show. We had to pay for the food anyway, of course, and so three hundred smackers went down the drain. That would make a nice scholarship, or donation of books to a library, or whatever.

PERB SCHEDULES SEMINARS

The NY State Public Employment Relations Board will be holding a full day seminar titled The Taylor Law: Procedures Update for Labor and Management on September 29 at the Ramada Renaissance. Topics include an overview of the law, recent agency and court decisions, new PERB conciliation services, filing and processing improper practice charges, and representation matters. The registration fee of \$40 includes lunch.

PERB will also be sponsoring two half-day seminars at ECC City Campus this Fall. The first on October 12 will cover impasse procedures, and the second on November 15 will address practice and procedure before PERB.

Finally, PERB joins with Cornell and Le Moyne to sponsor a conference titled Building on Collective Bargaining: An Update on the Rochester Experiment, to be held on October 25 in Rochester. Featured speakers will include former Secretary of Education Terrel Bell and AFT President Albert Shanker. The Conference fee of \$45 includes lunch.

For more information on registration, call PERB at 847-3449.



Your Executive Board has several times grappled with this problem. We are trying to avoid having to insist on prepayments or creating ill feelings by billing no-shows after the fact. We understand that there will be the occasional oversight, but the number we experience makes it clear that some people don't even think about calling to cancel a reservation. Please, please, if you reserved a space, please come or cancel. (You can, of course, not make a reservation, but we can't guarantee that you'll be fed!)

LABOR-MANAGEMENT CONFERENCE IS HELD IN WASHINGTON

by Miriam Winokur

In early June, I attended the Fourth National Labor-Management Conference in Washington, D.C. The conference, which is sponsored by the FMCS, the National Association of Labor-Management Committees, and the Bureau of Labor-Management Relations and Cooperative Programs (DOL), has been held every two years since 1982 and has become the nation's largest gathering devoted to issues of improved cooperation between organized labor and business. Attendance has risen from 600 at the first conference to 1500 at this meeting, reflecting a growing interest in labor-management cooperation among business and labor representatives, arbitrators and mediators, academicians, and government officials.

The conference organizers developed a program, including numerous workshops, around a variety of topics related to labor-management cooperation. There was also a resource exposition offering printed materials and audio-visual aids for persons seeking additional information about funding sources, research, and other matters.

A documentary film titled "Collision Course" was shown. It was an assessment of the initial success and eventual failure of cooperative efforts at Eastern Airlines. Representatives from both labor and management were careful to point out that the cooperative efforts of the parties had been largely successful and the failure was due to other factors. Anyone who has read the newspapers in recent months will be familiar with those factors that continue to influence the situation at Eastern.

I was glad to have attended this conference and look forward to the next one.

1988-89 OFFICERS

President	David Keicher
President-Elect	Charles Davitt
Executive Vice President	Howard Foster
Executive Sec'y-Treas.	Norman Stocker
Vice Presidents	Gene Adams Marie Antonucci* Dan Chavanne Tom Christy Charles Donner Michael Flynn* Tom Gill* David Hall Msgr. Jim Healy Tom Monaghan Michael Moravec Kevin Powers* Edward Ryan John Solomon* Ron Uba* Miriam Winokur Richard Wyssling* Marilyn Zahn

* New Vice Presidents

FINANCIAL REPORT

Balance (July 7, 1987) \$11,898.64
Balance (April 15, 1988) 10,019.68

RECEIPTS 5,985.48

Interest	129.48
April meeting	1,183.00
May meeting	1,281.00
Membership renewals	2,880.00

DISBURSEMENTS (3,894.98)

Printing	220.00
April speaker (hotel)	49.72
March speaker expenses	321.00
April meeting	989.00
May meeting	1,595.00
May speakers expenses	400.00
National IRRA dues	150.00
Program Committee mtg.	81.10
Miscellaneous	89.16

Balance (July 13, 1988) 12,110.18