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Report 5: *Minnesota Manpower Managers in 1949*, February 1950, 7 pp. Price \$0.50.

Emile Gosselin

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auront encore assez de forces pour se lever un jour — peut-être plus tôt que l'on pense, — et vont faire payer bien cher notre égoïsme. Pour nous catholiques, c'est la meilleure réponse scientifique que l'on puisse trouver aux allégués du trop fameux docteur G.B. Chisholm.

GÉRARD DION

Industrial Relations Center, University of Minnesota, Research and Technical Series. Orders addressed to the Publisher, Wm. C. Brown Co., 915 Main Street, Dubuque, Iowa.

Report 5: *Minnesota Manpower Managers in 1949*, February 1950, 7 pp. Price \$0.50.

Le Centre des Relations Industrielles nous livre le résultat d'une étude sur l'administration du personnel dans trois cents entreprises situées aux États-Unis, au Canada et aux Îles Hawaii. À l'aide de tableaux statistiques clairement présentés le Centre analyse la tâche des diverses personnes affectées au Service du Personnel. Il indique également l'âge moyen, le salaire, le degré d'expérience de ceux qui sont responsables de ce service. Quel titre donne-t-on à ces derniers? Quelle est la grandeur des entreprises qui possèdent un tel service? Voilà autant de questions auxquelles le rapport apporte une réponse solidement documentée.

E. G.

Report 6: *Use of Factorial Design in Industrial Relations Research*: Proceedings of a Conference. November 1950, 52 pp. Price \$1.50.

This report, expressly written for industrial relations professionals, with only a little statistical and mathematical training, sets as its goal to explain simply and clearly what is and how can be used factorial design analysis.

In very simple words and with the help of an example borrowed from personnel management (training of employees), the first part of the paper succeeds in defining factorial design analysis, which is only a modification of variance analysis, this powerful tool of statistical work. The second part of the report consists in the statement of the

procedure of applying this analysis to the problem to solve, while the third part is used, for the benefit of those who know more about statistics, to explain the mathematical formulation and derivation of factorial design analysis.

As applied to this training problem, factorial design analysis can be stated as an analysis of variance used in an experiment designed in a way such as to take into account these factors and evaluate them. It is not a new method of analysis, but it is a method which can be used with profit in research of this type, and all industrial relations research. It is a quality of this report to explain the method in a simple way, accessible to, and useful to practical men, who are not trained statisticians but who can use statistical techniques.

To those who know the importance of these techniques in all fields, this report will appear to be another useful part "of the industrial relations worker's tool kit" a part which "appears to offer unusual promise of usefulness for applied industrial relations" and gives to "the personnel or industrial relations worker who is able to use this technique a tool that opens up whole new vistas of research" (page 1); a tool which use is simple enough to be trusted to men who are not trained statisticians.

To those who do not know the importance of statistical techniques — are they many? — the paper will be an occasion to find out that no one should leave aside such a powerful instrument as statistical methods.

JAMES HODGSON

Report 7: *Employee Welfare and Benefit Programs*, Proceedings of a Conference, November 1950, 49 pp. Price \$1.00.

Here is one of the best studies on employee welfare and benefit schemes yet to have been made in so few pages. In a series of short essays, such subject-matters as "Trends in Government Social Security and Benefit Programs", "Union-Management Welfare and Pension Plans", "Cost of Welfare and Benefit Programs", "How Do Welfare and Security Programs Affect the Profit and