

Relations industrielles Industrial Relations



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

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Volume 8, Number 4, September 1953

URI: <https://id.erudit.org/iderudit/1022934ar>

DOI: <https://doi.org/10.7202/1022934ar>

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Publisher(s)

Département des relations industrielles de l'Université Laval

ISSN

0034-379X (print)

1703-8138 (digital)

[Explore this journal](#)

Cite this review

Chartier, R. (1953). Review of [Report 7: *Employee Welfare and Benefit Programs*, Proceedings of a Conference, November 1950, 49 pp. Price \$1.00.] *Relations industrielles / Industrial Relations*, 8(4), 413–414.
<https://doi.org/10.7202/1022934ar>

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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

Loss Positions of an Individual Firm?" are dealt with. The problem of whether a plan should be contributory, the actuarial aspects of such plans are also discussed. The *Report* ends by a discussion of "Profit Sharing: Labor-Management Cooperation in Free Enterprise".

R. C.

Report 8: *How to Build a Merchandise Knowledge Test* by JOSEPHINE S. WELCH and C. HAROLD STONE, July 1951, 21 pp. \$1.00.

This manual, based on recent research experience of the Center for the development of three Merchandise Knowledge tests to be used in department stores, presents step-by-step useful methods for the preparation of such tests. Merchandise Knowledge tests can be used effectively in the selection process to differentiate between applicants with varying degrees of experience. They may also be valuable for establishing equitable bases for transfers and promotions, for checking adequacy of the training and educational program and for guiding in differential training of newly hired employees. This bulletin is to be recommended to every department store wishing to reduce turnover and increase sales efficiency.

R. C.

Report 9: *Job Evaluation Practices*, Proceedings of a Conference, July 1951, 67 pp. Price \$1.00.

The use of job evaluation techniques is now widespread in industry. This *Report* stands half-way between the specialized books on the subject and the comprehensive Personnel Administration Hand books, with less technical detail than the former and a much more elaborate discussion than the latter. Within a few pages, the reader learns sufficiently about Job Evaluation, its history, purposes, basic systems, application to various types of personnel or firm and limitations, to be able at the end to make his own judgment on it. The reading of William Comberg's

article, "Joint Union-Management Evaluation" should prove of value to the critical minds.

R. C.

Report 10: *Measurement of Physical Output at the Job Level*, by EINAR HARDIN, July 1951, 13 pp., Price: \$1.00.

Le problème de la Productivité souève un intérêt toujours croissant dans le monde patronal et ouvrier, surtout lorsque les discussions portent sur le salaire. Il n'est cependant pas toujours facile de s'entendre sur le concept même de la Productivité, et nombre de controverses s'élèvent lorsqu'il s'agit de mesurer la production du travailleur à l'aide de méthodes éprouvées. Le Centre des Relations Industrielles de l'Université de Minnesota s'efforce d'éclairer ces divers problèmes en présentant une étude technique fortement documentée sur la façon de mesurer la production du travailleur à l'aide de méthodes éprouvées.

Après avoir défini ce qu'il faut entendre par production physique, Einar Hardin, l'auteur du rapport, souligne les avantages que patrons et travailleurs retirent lorsqu'on s'emploie à mesurer la production d'un travailleur ou d'un groupe de travailleurs. Entre autres avantages, une telle mesure permet une meilleure rationalisation de la production, facilite la comptabilité du salaire et fournit des bases solides pour la fixation et l'ajustement des salaires. Il faudra procéder avec beaucoup de précautions dans l'établissement d'un tel programme, car les méthodes utilisées pourront varier selon l'objet poursuivi. Quelle tâche doit-on mesurer? Comment en préciser le contenu? Quelle période de temps faut-il adopter pour mesurer la production physique d'un employé? Doit-on adopter une méthode directe ou indirecte pour mesurer cette production? Quelles méthodes d'échantillonnage faut-il utiliser? Ce sont là des problèmes que l'auteur analyse avec beaucoup de nuances, dans un langage parfois assez technique, mais à la portée de tous ceux qui s'intéressent activement à la mesure de la productivité du travail.

E. G.