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*Strife on the Waterfront : The Port of New York Since 1945*, by  
Vernon H. Jensen, Ithaca, N.Y., Cornell University Press, 1974,  
418 pp.

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**Strife on the Waterfront: The Port of New York Since 1945**, by Vernon H. Jensen, Ithaca, N.Y., Cornell University Press, 1974, 418 pp.

Books dealing with labour relations in the longshoring industry have frequently taken the form of either characterizations of colourful union leaders or vivid accounts of crime and corruption on the waterfront. The term «strife» in the title of Professor Jensen's volume does not refer directly to either of these topics. Rather, it is a fitting description of the often volatile and chaotic collective bargaining relationship between the International Longshoremen's Association (I.L.A.) and the New York Shipping Association (N.Y.S.A.), the multi-employer association of the Port of New York. In eighteen chapters, the author has impartially analyzed the meetings between the two parties in the period since 1945. He has presented a detailed case study of a bargaining relationship slowly deteriorating within a climate of rapid technological change, intense government intervention and almost insurmountable factionalism.

The initial chapter provides a brief description of the general negotiation process, the nature of the involved parties and the economic structure of New York's longshoring industry. The strike of 1945 is then examined with the major emphasis on the role played by the I.L.A.'s dissident locals. Another chapter outlines the 1948 negotiations and dispute. Here the major issue is the determination of a viable system of overtime compensation.

The four following chapters deal with two independent factors which radically altered the I.L.A.-N.Y.S.A. relationship. The first was the emergency disputes procedures of the **Taft-Hartely Act**. The related Board of Inquiry and injunction played a major role in the 1951 negotiations. The second factor was the **Report of the New York State Crime Commission**. Soon after the report's release, charges of criminal activities lead to the expulsion of the I.L.A. from the American Federation of Labor. The AFL soon proceeded to create a rival union (the International Brotherhood of Longshoremen) to win over New York's already organized longshoremen. In addition, continued criticism of the I.L.A.'s hiring practices (i.e., the notorious

shape-up) lead in large part to the formation of the New York-New Jersey Waterfront Commission as a means to regulate union and employer activities. Thus, in the early 1950's we find the I.L.A. faced with intensive internal and external pressure for reform as well as a severe loss of control over aspects of the crucial hiring process. Although the I.B.L. was soon defeated in close and controversial representation elections, the emergency disputes procedures and the intervention of the Waterfront Commission proved to be pervasive in the remainder of the I.L.A.'s negotiations.

A separate chapter details the encouraging cooperative effort of the I.L.A. and N.Y.S.A. in the structuring of a workable grievance procedure. However, in the following chapters a low level of trust between the parties becomes apparent. At the 1956 negotiations the N.Y.S.A. assumed a «take-it-or-leave-it» stance while the I.L.A. experienced difficulties in its intra-organizational bargaining. Another chapter relates the joint efforts to create a seniority system in the presence of numerous problems of application and administration. The following chapter examines the 1959 negotiations and emphasizes the central role of containerization in this and later meetings. An analysis of the 1962 bargaining sessions reveals the strained efforts of the parties in approaching complex issues of manpower utilization and automation. The author provides lengthy descriptions of the attempts of the union's new leadership to seek a consensus among both the union's bargaining committee and rank-and-file.

The remaining chapters depicts a changing I.L.A.-N.Y.S.A. relationship and the increased importance of aspects of manpower utilization and job security. Negotiations in 1964 end in an impasse and result in still another Taft-Hartley injunction. Later, joint efforts are directed at decreasing the power of the Waterfront Commission as well as establishing a viable system of computerized hiring. Other sections provide extensive background to the introduction of the Guarantee of Annual Income program and the heated debates over the plan's application. Two lengthy chapters are reserved for the important 1968 bargaining sessions. Container-

ization emerged as a central concern and negotiations required an injunction and exceptional mediation efforts. The following chapter describes the reorganization of the N.Y.S.A. and the relationship between the I.L.A. and its West Coast counterpart (the International Longshoremen's and Warehousemen's Union). Finally, we see the problems of the 1971 negotiations compounded by another Taft-Hartley injunction and the start of a nation-wide wage-price freeze.

In his concluding chapter, the author analyzes the causes of the instability of the I.L.A.-N.Y.S.A. relationship. While he is critical of the parties' bargaining attitude and style, he also notes the impact of the Waterfront Commission and the changing labour market for longshoremen. Although his views are not presented in extensive detail, they appear to be well founded in light of the prior descriptions of exorbitant demands, leadership insecurities and rampant factionalism.

This book appears to be intended for those with a prior background in industrial relations. It might prove somewhat confusing for general readers or students in introductory courses. For example, there is sparse description of the I.L.A.'s or N.Y.S.A.'s leadership or historical development. Moreover, while the Taft-Hartley procedures play a dominant role in the relevant negotiations, there is no outline of the National Emergencies sections of the Act. Despite these minor points, Professor Jensen has presented a scholarly contribution to the understanding of the dynamics of collective bargaining. The last thirty years on the New York waterfront have served as the basis for a rich case study of the progress of negotiations amidst internal union rivalries, inter-union competition, emergency disputes procedures, close government surveillance and rapid technological change. The author has carefully described the obstacles to successful bargaining and has impartially documented the manner in which the parties have often failed to overcome them. In the process, he has avoided the simplifications and quick solutions which could so easily overcome observers of waterfront labour relations.

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**La direction du personnel**, par Lucien Albert, Yves Michaud et René Piotte, Montréal, Les Editions Agences d'Arc, Inc., 1973, 277 pp.

Pendant longtemps on s'est plaint du manque de volumes français dans le domaine de la direction du personnel. C'est facilement compréhensible puisque cette dimension administrative des relations industrielles a pris racine et s'est développée dans les entreprises nord-américaines d'expression anglaise. Cet ouvrage, après ceux de Diverrez, de Dugué MacCarthy et de Montaretto Marullo, vient combler ce vide en nous offrant une présentation en français des notions de base et des techniques dans le domaine de la gestion du personnel. Il faut s'en réjouir d'autant plus qu'il existe un mouvement pour une utilisation plus intense du français comme langue de travail au sein des entreprises québécoises.

Cependant, le seul mérite que les auteurs peuvent s'attribuer, c'est bien celui d'avoir rédigé leur ouvrage en français, puisqu'on n'y retrouve rien de nouveau en matière d'administration du personnel.

L'ouvrage se divise en dix chapitres traitant des principaux thèmes de l'administration du personnel tels que les concepts fondamentaux, l'évaluation des tâches, la sélection, la rémunération, les communications, etc. Les auteurs s'adressent plutôt à des praticiens de l'administration du personnel et centrent leurs efforts sur la description des techniques utilisées dans le domaine, de sorte que leur ouvrage sera probablement perçu comme le manuel du « parfait petit administrateur du personnel ». La faiblesse de l'arrière-plan théorique apparaît dans un chapitre, en particulier, celui qui traite de l'organisation interne d'un service de personnel, c'est-à-dire de la répartition des tâches et de l'articulation de l'autorité. Si on jette un coup d'oeil sur l'organigramme de la page 9, on constate que le responsable des relations publiques se rapporte à un directeur des relations industrielles qui, à son tour, se rapporte au directeur du personnel. Par ailleurs, le responsable de la sécurité se rapporte au responsable de la formation qui, à son tour, se rapporte au directeur de l'emploi. Or ne peut faire mieux pour ajouter à la confusion qui règne déjà dans certains