



Beyond

Collective

Bargaining

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FOREWORD

IT IS HAZARDOUS to predict that a contemporary event will some day loom large in retrospect. History has a way of whittling down the proportions of developments which, at the time of participation in them, seem to promise very great impact upon the shaping of the future. History has a way, too, of finding deep significance in an event which may have seemed quite unspectacular to contemporaries.

Hence one hesitates to say that the year 1947, because it witnessed the enactment of the Labor-Management Relations Act, will possibly go down in history as a turning point in the evolution of industrial government in this country. And I know that Alexander Heron would be the last even to suggest that the appearance of this book might be an event approaching in importance the enactment of that statute. Accordingly, I shall say only that I believe both the statute and the book are products of earnest, constructive effort to furnish answers to vital questions, and that the publication of this book is no less timely than the passage of the Act.

It is heartening to reflect that the specialist is generally less worried by untoward events in the field of his special knowledge than is the man who lacks such knowledge. For this reason, those of us who cannot claim special knowledge in the field of employer-employee relations can take heart in the calm counsel of one who, like Mr. Heron, speaks with authority in this field. We may have thought, during those turbulent months preceding the enactment of the Taft-Hartley Act, that collective bargaining was developing into nothing less than a nationwide struggle, with the public interest lost sight of almost entirely. We may have wondered whether it was destined to smash its way along, growing ever more ruthlessly disdainful of the effects upon our economy, until a demo-

cratic people, rising in their righteous indignation, should be forced to abolish it altogether, and thus forfeit a good measure of democracy.

Congress has endeavored to provide an answer to that disquieting question. How satisfactory the answer is, the future must prove. There are those who protest that the Labor-Management Relations Act will prove to be a sham, or even worse. Others believe that it is an open door to a new and better era in industrial relations.

In this volume Alexander Heron asks us to realize that, however collective bargaining may be altered by current statutes of Congress and the state legislatures, the basic essentials of the employer-employee relation remain unchanged. Progress in this relationship will come as a result of clear thinking, patient effort, and sincere goodwill. In his activities, as in his writings, Mr. Heron has contributed those valuable qualities in generous measure. When the war came, the great corporation in which he holds a high executive post released him, at General Marshall's request, for special personnel work; as a Colonel in the Army of the United States, he served his nation well. Toward the war's end, when the Governor of California impressed him into service as Director of Reconstruction and Re-employment, he served this commonwealth with equal vigor and efficiency.

For some years Alexander Heron has been Consulting Professor of Industrial Relations in the Stanford Graduate School of Business. Thus I speak as a colleague in expressing my belief in the high value of this, the third book in Mr. Heron's series. Like its predecessors, *Sharing Information with Employees* (1942) and *Why Men Work* (1948), it deserves careful and thorough reading not only by men of management, but by all those concerned about the future of our industrial civilization.

J. HUGH JACKSON

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