

# Scheduled wage increases and cost-of-living provisions in 1981

*Although bargaining will be relatively light this year, most workers in major bargaining units will receive raises under contracts signed in previous years*

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Nearly all workers under major collective bargaining agreements (those covering 1,000 workers or more) in the private nonfarm sector receive some wage increase each year. During 1981, there will be 2.6 million workers covered by expiring agreements or contracts with wage reopening provisions; 6.1 million are scheduled to receive "deferred" wage increases from contracts negotiated in earlier years; and 4.5 million workers under expiring and continuing agreements, with or without deferred increases, may anticipate wage adjustments from cost-of-living clauses. About 162,000 workers are covered by contracts that extend through 1981 and do not provide for any wage increase.

An earlier article presented information on the general characteristics of groups that will be bargaining this year;<sup>1</sup> thus, the following discussion will focus primarily on deferred wage increases and cost-of-living adjustments (COLA) provided by the major agreements. The analysis excludes 818,000 workers whose contracts expired late in 1980 but had not been renegotiated by November 1, or for whom data were not otherwise available at this writing.<sup>2</sup>

## **Deferred wage increases**

Multi-year collective bargaining agreements commonly provide for scheduled wage increases in each year of the contract. Deferred wage increases refer to changes that are implemented in the current year but were negotiated in prior years.

The average size of deferred wage increases has been about the same for the last few years—5.1 percent in 1978 and 1979, and 5.2 percent in 1980 and 1981. Reflecting the 3-year bargaining cycle characteristic of major agreements, larger numbers of workers were to receive deferred increases in 1978 and 1981 (6.7 million and 6.1 million workers, respectively) than in the 2 intervening years (5.2 million in 1979, and 5.0 million in 1980). Half of the workers (3.1 million) receiving such increases in 1981 are under agreements negotiated in 1980, 47 percent (2.8 million) are under contracts negotiated in 1979, and the remainder are covered by agreements reached before 1979.

Contract expirations similarly reflect the 3-year cycle. Bargaining in 1978 covered 2.5 million workers; negotiations in 1979 involved 3.5 million workers; and those in 1980 are expected to affect close to 4 million by the end of the year. Of the 2.6 million workers under contracts scheduled to expire or reopen in 1981, 260,000 are to receive deferred increases, averaging 5.6 percent. Of these, about 49,000 workers may also receive COLA payments, which will be discussed in detail in a later section, along with their deferred wage increases.

Among workers under contracts that run past 1981, 3.7 million will receive deferred increases averaging 3.4 percent and may also have COLA adjustments during the year; 2.2 million are to receive only deferred wage payments, averaging 8.3 percent; 46,350 workers may receive only COLA adjustments; and 162,000 workers are not scheduled for either COLA payments or deferred increases.

The 5.2-percent deferred wage increase amounts to an

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average 52.4 cents per hour. The highest increases, in both cents-per-hour and percentage terms, are in the construction industry, affecting about 870,000 workers: scheduled deferred wage increases average 9.7 percent or \$1.24 per hour in 1981.<sup>3</sup> The metalworking industry, on the other hand, has negotiated increases averaging 3.1 percent, or 30.7 cents, for 2.0 million workers this year. (See table 1.) Much of the difference between these two industries is attributable to the greater prevalence of COLA adjustments as supplements to deferred increases in the metalworking industry.

Table 2 illustrates this difference in cost-of-living cov-

erage for the two groups. Eleven percent of workers under major construction contracts have COLA protection compared with 93 percent in the metalworking industry. Deferred increases in construction contracts with cost-of-living clauses (covering 98,000 workers) average 7.8 percent, compared with 10 percent for the 778,000 workers under contracts without COLA clauses. For the 108,000 workers covered by metalworking agreements without COLA provisions, the average deferred increase is 6.4 percent, compared with 2.9 percent for the 1.9 million workers with such clauses.

As in past years, the nonmanufacturing sector as a

**Table 1. Workers receiving deferred wage increases in 1981, by major industry group and size of increase**

[Workers in thousands]

Average hourly increases	Number of contracts	All private nonagricultural industries	Manufacturing					Nonmanufacturing				
			Total <sup>1</sup>	Selected industries				Total <sup>2</sup>	Selected industries			
				Food and kindred products	Apparel	Chemicals	Metalworking		Contract construction	Transportation, communications, gas, and electric utilities	Warehousing, wholesale and retail trade	Services
Total .....	1,002	6,073	3,103	200	455	82	1,989	2,970	873	1,437	432	162
<b>CENTS PER HOUR</b>												
Under 15 cents .....	62	306	261	11	12	5	229	44	6	12	22	6
15 and under 20 .....	33	102	55	12	.....	.....	22	48	3	23	5	6
20 and under 25 .....	47	206	116	.....	.....	.....	92	91	.....	78	6	4
25 and under 30 .....	114	1,154	490	49	108	10	298	664	2	601	52	5
30 and under 35 .....	115	1,865	1,328	7	29	65	1,188	537	31	452	41	3
35 and under 40 .....	39	251	188	7	138	.....	29	62	5	3	34	.....
40 and under 45 .....	39	191	158	62	62	.....	25	33	.....	6	23	2
45 and under 50 .....	22	138	123	12	103	2	12	15	3	6	2	4
50 and under 60 .....	122	497	147	18	2	.....	46	350	49	21	180	85
60 and under 70 .....	73	182	85	17	.....	.....	31	97	53	11	21	12
70 and under 80 .....	54	221	85	14	.....	.....	4	136	71	35	24	6
80 and under 90 .....	38	110	16	.....	.....	.....	1	93	48	41	3	.....
90 and under 100 .....	15	51	11	.....	.....	.....	10	39	21	13	4	2
100 and under 110 .....	58	245	31	.....	.....	.....	.....	214	117	63	9	25
110 and under 120 .....	37	91	7	.....	.....	.....	.....	84	39	40	3	2
120 and over .....	134	464	2	.....	.....	.....	2	463	427	34	2	.....
Mean increase .....	.....	52.4	35.5	40.0	37.3	33.3	30.7	70.0	124.3	46.2	48.7	59.7
With cost-of-living clauses .....	.....	35.6	30.5	29.3	33.6	33.9	29.6	43.2	109.7	36.9	52.9	51.4
Without cost-of-living clauses .....	.....	81.6	50.0	47.1	38.9	26.8	50.3	99.3	126.1	107.1	46.4	59.8
Median increase .....	.....	33.9	30.4	41.6	40.0	35.0	30.4	47.5	120.0	35.0	50.0	58.2
<b>PERCENT<sup>3</sup></b>												
Under 2 percent .....	47	250	216	13	.....	.....	201	33	7	10	11	.....
2 and under 3 .....	156	2,342	1,555	49	12	10	1,447	787	36	727	8	.....
3 and under 4 .....	96	743	278	6	.....	49	185	466	8	440	11	6
4 and under 5 .....	45	168	70	6	.....	21	21	97	14	7	68	8
5 and under 6 .....	81	401	215	73	106	.....	18	186	59	29	63	8
6 and under 7 .....	116	483	257	4	192	2	33	225	59	16	147	4
7 and under 8 .....	122	538	268	20	142	.....	59	270	119	28	72	39
8 and under 9 .....	116	406	149	12	2	.....	4	257	110	88	15	41
9 and under 10 .....	81	276	49	18	.....	.....	19	227	110	51	17	46
10 and under 11 .....	72	187	44	.....	.....	.....	.....	143	85	43	13	2
11 and under 12 .....	22	75	2	.....	.....	.....	2	73	66	.....	4	4
12 and over .....	48	206	.....	.....	.....	.....	.....	206	199	.....	2	5
Mean increase .....	.....	5.2	4.2	5.2	6.4	3.9	3.1	6.2	9.7	3.9	6.3	8.4
With cost-of-living clauses .....	.....	3.5	3.3	3.2	6.1	3.8	2.9	4.0	7.8	3.4	5.8	7.6
Without cost-of-living clauses .....	.....	8.1	7.0	6.5	6.6	4.4	6.4	8.7	10.0	7.2	6.6	8.4
Median increase .....	.....	3.1	3.0	5.7	7.0	3.9	2.8	5.5	9.1	3.0	6.4	8.6

<sup>1</sup> Includes workers in the following industry groups for which separate data are not shown: tobacco (28,000); textiles (19,000); lumber (64,000); furniture (17,000); paper (41,000); printing (31,000); petroleum refining (32,000); rubber (29,000); leather (16,000); stone, clay, and glass (50,000); instruments (36,000); and miscellaneous manufacturing (16,000).

<sup>2</sup> Includes 24,000 workers in mining and 42,000 in finance, insurance and real estate for which separate data are not shown.

<sup>3</sup> Percent of straight-time average hourly earnings.

Note: Workers are distributed according to the average adjustment for all workers in each bargaining unit considered. Deferred wage increases include guaranteed minimum adjustments under cost-of-living clauses. Only bargaining units in the private, nonagricultural economy covering 1,000 workers or more are considered in this table. Because of rounding, sums of individual items may not equal totals. Dashes indicate there are no workers having wage increases that fall within that stated range.

whole has higher deferred increases, in both cents-per-hour and percentage terms, than the manufacturing sector—6.2 percent (70.0 cents), compared with 4.2 percent (35.5 cents). Again, some of this difference may reflect expectations of increases resulting from COLA clauses. Of the 3.1 million workers in the manufacturing sector with deferred increases scheduled in 1981, 2.3 million have COLA provisions in their contracts, with deferred increases averaging 3.3 percent, compared with 7 percent for those without COLA protection. In the nonmanufacturing sector, 3 million workers are scheduled for deferred increases. The 1.5 million with COLA clauses in their contracts will average gains of 4.0 percent, while those without will average 8.7 percent.

Deferred wage increases in 1981 for the combined transportation and communication industries average 3.7 percent (44.8 cents), and cover nearly 1.4 million workers. Mean increases of 6.4 percent (37.3 cents) are scheduled for 455,000 workers in the apparel industry, while 432,000 workers in trade will receive average wage gains of 6.3 percent (48.7 cents) during the year.

Table 3 shows concentrations of workers receiving deferred payments by month during 1981. A large portion of the 712,000 workers with increases due in April are under the Teamsters' Master Freight agreement. Some 585,000 construction industry workers receive increases during May, June, and July, and 262,000 workers in the apparel industry are scheduled for payments in June.

**Table 2. Prevalence of cost-of-living adjustment (COLA) clauses in major collective bargaining agreements, November 1980**

[Workers in thousands]

2-digit standard industry classification (SIC)	Industry	All contracts		Contracts with COLA clauses		Percent of workers covered by COLA clauses
		Workers covered	Number of contracts	Workers covered	Number of contracts	
	Total .....	9,333	1,989	5,318	771	57.0
10	Metal mining .....	56	14	44	11	79.5
11	Anthracite mining .....	2	1	2	1	100.0
12	Bituminous coal and lignite mining .....	160	1	...	...	0.0
15	Building construction general contractors .....	685	170	49	9	7.2
16	Construction other than building construction .....	471	118	68	11	14.5
17	Construction-special trade contractors .....	432	201	51	21	11.7
20	Food and kindred products .....	313	99	99	34	31.6
21	Tobacco manufacturing .....	28	8	24	6	88.0
22	Textile mill products .....	46	19	3	2	6.5
23	Apparel and other finished products .....	486	55	156	10	32.2
24	Lumber and wood products, except furniture .....	66	15	3	2	4.2
25	Furniture and fixtures .....	28	17	10	7	35.9
26	Paper and allied products .....	98	66	4	2	3.8
27	Printing, publishing, and allied industries .....	63	33	22	8	34.7
28	Chemicals and allied products .....	83	44	23	12	27.4
29	Petroleum refining and related industries .....	37	19	...	...	0.0
30	Rubber and miscellaneous plastics .....	83	15	68	10	81.5
31	Leather and leather products .....	38	16	...	...	0.0
32	Stone, clay, glass, and concrete products .....	91	36	67	23	73.2
33	Primary metals industries .....	476	118	450	103	94.6
34	Fabricated metal products .....	116	59	91	42	78.5
35	Machinery, except electrical .....	289	93	270	82	93.4
36	Electrical machinery equipment and supplies .....	448	103	408	80	90.9
37	Transportation equipment .....	1,209	107	1,140	87	94.3
38	Instruments and related products .....	49	16	28	7	57.3
39	Miscellaneous manufacturing industries .....	23	13	4	2	15.9
40	Railroad transportation .....	432	18	432	18	100.0
41	Local and urban transit .....	16	4	15	3	93.3
42	Motor freight transportation .....	476	20	468	17	98.3
44	Water transportation .....	95	19	36	7	37.5
45	Transportation by air .....	176	43	138	27	78.6
48	Communications .....	734	42	662	26	90.2
49	Electric, gas, and sanitary services .....	224	77	32	12	14.2
50	Wholesale trade—durables .....	44	26	12	8	27.5
51	Wholesale trade—nondurables .....	17	4	2	1	13.2
53	Retail trade—general merchandise .....	85	23	29	6	34.2
54	Food stores .....	532	105	334	51	62.7
55	Automotive dealers and service stations .....	18	11	2	1	8.2
56	Apparel and accessory stores .....	8	5	...	...	0.0
58	Eating and drinking places .....	80	25	...	...	0.0
59	Miscellaneous retail stores .....	18	7	8	3	43.4
60-65	Finance, insurance, and real estate .....	126	21	46	9	36.5
70-89	Services .....	376	83	20	10	5.4

Note: Due to rounding, sums of individual items may not equal totals, and percentages may not reflect shown ratios.

Dashes indicate absence of cost-of-living coverage.

**Table 3. Workers receiving deferred increases in 1981 in bargaining units covering 1,000 workers or more, by month**

[Workers in thousands]

Effective month	Principal industries affected	Workers covered
Total .....		6,073 <sup>1</sup>
January .....	Construction, oil refineries	334
February .....	Transportation equipment	155
March .....	Automobiles, apparel, and food stores	443
April .....	Trucking	712
May .....	Construction, trucking	405
June .....	Construction, apparel	942
July .....	Construction	631
August .....	Communications	1,184
September .....	Automobiles	1,113
October .....	Transportation equipment, apparel, and farm implement	418
November .....	Food stores, apparel	156
December .....	Electrical equipment	102

<sup>1</sup> This total is smaller than the sum of individual items because 489,600 workers will receive more than one increase. This total is based on data available as of Nov. 1, 1980, and thus may understate the number of workers receiving deferred increases for the entire year.

The two heaviest months are August and September when 1.2 and 1.1 million workers, respectively, receive increases. Workers in the steel and telephone industries account for 80 percent of those scheduled for increases in August, while auto industry agreements provide wage increases for 772,000 workers in September.

For contracts with 5,000 workers or more, the 1981 average increase in the cost of both deferred wages and benefits is 5.5 percent, compared with the 1980 average of 5.3 percent and the 1979 average of 4.7 percent. (See table 4.)

### Cost-of-living adjustments

Fifty-seven percent of workers covered by major agreements have cost-of-living protection. COLA clauses are designed to help workers recover purchasing power lost through price increases. The number of workers receiving COLA increases and the proportion of purchasing power actually recovered under individual bargaining agreements depends on the specific formula used to relate wage and price increases, the timing of COLA reviews, and possible "caps" limiting the amount of COLA payments.

While deferred wage changes affect the largest portion of workers, cost-of-living increases may be larger than deferred increases in 1981. If inflation continues as it did during 1979 and in 1980, COLA payments are likely to have a significant impact on the total wage changes occurring during the year. More than four-fifths of workers with COLA clauses will have at least one review during 1981.<sup>4</sup> (See table 5.)

The number of workers affected by COLA clauses has been decreasing since 1977 because the number of workers covered by major agreements has declined, but the proportion under contracts having this protection

has remained fairly constant. The following tabulation shows the number of workers (in millions) under cost-of-living provisions from January 1, 1971-81:

Year	Workers	Year	Workers
1971 .....	3.0	1977 .....	6.0
1972 .....	4.3	1978 .....	5.8
1973 .....	4.1	1979 .....	5.6
1974 .....	4.0	1980 .....	5.4
1975 .....	5.3	1981 <sup>5</sup> .....	5.3
1976 .....	6.0		

Many of the workers covered by cost-of-living provisions are members of large unions. The Auto Workers represent the largest number of workers (1,092,000) under major agreements with cost-of-living provisions. Other important unions providing COLA protection are: the Communications Workers (600,000), the Teamsters (533,000), the Steelworkers (498,000), and the Machinists (314,000). These five organizations account for 57 percent of workers under major agreements with COLA clauses. Remaining unions each represent fewer than 200,000 workers with COLA provisions.

*Adjustment formula.* The rate of inflation is only one of several factors that control the size of cost-of-living adjustments. Rates of adjustments, caps, and indexes used also affect how well the formula protects workers' purchasing power. In 1979, COLA clauses returned about half the lost purchasing power caused by the 13.4-percent price rise that year. Through the first three quarters of 1980, COLA adjustments returned about two-thirds of the loss.

Probably the most obvious determinant of COLA payouts is the rate of adjustment used in various contracts. The most common rate is 1 cent per hour for each 0.3-point rise in the CPI. This provision covers 2

**Table 4. Workers receiving deferred wage and benefit increases in 1981 in bargaining units covering 5,000 workers or more, by size of increase**

[Workers in thousands]

Percentage increase	Workers covered
All settlements providing deferred changes <sup>1</sup>	4,588
Under 3 percent .....	907
3 and under 4 .....	1,552
4 and under 5 .....	547
5 and under 6 .....	277
6 and under 7 .....	447
7 and under 8 .....	266
8 and under 9 .....	168
9 and under 10 .....	103
10 and under 11 .....	72
11 percent and over .....	250
Mean increase (percent) .....	5.5
Median increase (percent) .....	3.9

<sup>1</sup> This total excludes workers who receive a deferred benefit change only.

Note: Only bargaining units in the private, nonagricultural economy are considered in this table. Because of rounding, sums of individual items may not equal totals.

**Table 5. Timing of 1981 cost-of-living reviews in major contracts, by year of contract expiration and frequency of review**

[Workers in thousands]

Type of contract, by expiration and frequency of cost-of-living review	First quarter		Second quarter		Third quarter		Fourth quarter		Full year <sup>1</sup>	
	Number of contracts	Workers covered	Number of contracts	Workers covered	Number of contracts	Workers covered	Number of contracts	Workers covered	Number of contracts	Workers covered
All contracts										
Total .....	293	2,621	258	2,554	266	2,693	207	2,465	476	4,536
Quarterly .....	209	1,801	183	1,734	169	1,696	153	1,663	213	1,812
Semiannual .....	61	648	36	615	39	205	33	610	99	1,279
Annual .....	23	171	39	205	58	793	21	193	143	1,372
Other <sup>2</sup> .....	..	..	..	..	..	..	..	..	21	73
Contracts expiring in 1981 <sup>3</sup>										
Total .....	84	674	38	91	20	44	2	12	102	748
Quarterly .....	59	143	33	75	16	33	..	..	59	143
Semiannual .....	21	441	3	6	1	4	..	..	24	447
Annual .....	4	90	2	10	3	7	2	12	11	120
Other <sup>2</sup> .....	..	..	..	..	..	..	..	..	8	39
Contracts expiring in later years										
Total .....	209	1,947	220	2,463	246	2,650	205	2,453	374	3,788
Quarterly .....	150	1,659	150	1,659	153	1,663	153	1,663	154	1,669
Semiannual .....	40	207	33	610	38	201	33	610	75	832
Annual .....	19	81	37	195	55	786	19	180	132	1,252
Other <sup>2</sup> .....	..	..	..	..	..	..	..	..	13	34

<sup>1</sup> Contracts that have at least one review in the year.

<sup>2</sup> Includes monthly, combinations of annual and quarterly, combinations of annual and semi-annual, other, and reviews dependent upon levels of the Consumer Price Index.

<sup>3</sup> Includes only those reviews through the termination of the present agreements; does not

assume the continuation of existing reviews after contract expiration dates.

NOTE: Because of rounding, sums of individual items may not equal totals. Dashes indicate that there is no coverage for a particular review in the quarter.

million workers. Members of the Steel Industry Coordinating Committee<sup>6</sup> and companies which follow the steel contract pattern use this formula. In addition, 821,000 workers in the auto industry presently have their COLA payments adjusted at this rate, but this formula will be changed to 1 cent for each 0.26-point rise in the third contract year. COLA clauses in rubber industry contracts provide 1 cent for each 0.26-point increase in the CPI beginning in 1981, the second year of the agreements. The Bell System operating companies and manufacturing firms that follow their contract pattern specify changes of 55 cents a week plus 0.65 percent of each employee's weekly rate for each 1-percent movement in the CPI. This method applies to 721,000 workers.

*Timing, "caps," and indexes.* The timing of reviews also affects the average rate of return from COLA clauses for a given period. Quarterly reviews are the most common; they cover 2.1 million workers, including those in the steel and automobile industries. Annual reviews affect 1.7 million workers, most notably in communications—Bell System agreements provide for reviews in August of the second and third contract years. Semiannual reviews cover nearly 1.4 million workers, including more than 400,000 workers each in the railroad and trucking industries. In both of these industries, the frequency of review was changed from annual to semiannual when the current contracts were negotiated.

"Caps," or maximum limits, may also affect the

amounts that may be received from COLA clauses. Slightly more than 1.2 million workers have such caps in their contracts. The largest single group—431,000 workers in the railroad industry—may receive a maximum 8-percent adjustment during the year.

In addition, the amounts generated are affected by the price index used in the COLA formula. Contracts covering nearly 80 percent of the workers under COLA provisions use the BLS Consumer Price Index, U.S. "all cities" average. About 340,000 workers are under contracts with COLA clauses using individual city indexes. These include 125,000 workers covered by agreements using the Los Angeles-Long Beach Index, primarily those with the Food Employers Council in Southern California. Automobile industry contracts, covering 821,000 workers, use a combination of the U.S. and Canadian indexes because bargaining units in both countries are involved.

Minimums or "guaranteed COLA" payments also affect the amount of money generated by clauses because they provide a "floor" for payments. For purposes of this analysis, these minimum payments are not treated as COLA increases because they do not depend upon CPI movements; however, they are included in the tabulations of negotiated wage changes. More than 300,000 workers have guaranteed minimums in their contracts, and about 172,000 workers are under contracts with both minimums and caps on the COLA amounts that may be paid. □

—FOOTNOTES—

<sup>1</sup> For an analysis of the bargaining schedule for 1981, see David Schlein, "Contracts in six key industries scheduled to expire in 1981," *Monthly Labor Review*, December 1980, pp. 22-31.

<sup>2</sup> Bargaining units for which information was not available: 274 agreements which expired or were reopened prior to Nov. 1, 1980, covering 640,000 workers; and 55 contracts which expired or were reopened between Nov. 1 and Dec. 31, 1980, covering 178,000 workers.

<sup>3</sup> About 477,000 construction workers will receive deferred increases under settlements in which the parties agreed to a total wage and benefit package, with the ultimate allocation between wages and benefits to be determined by the union. Because the final division was not known at the time this article was prepared, the entire package in

these cases has been treated as a wage increase, that may be overstated.

<sup>4</sup> For more detailed information about cost-of-living provisions offsetting inflation, see Victor J. Sheifer, "Cost-of-living adjustment: keeping up with inflation?" *Monthly Labor Review*, June 1979, pp. 14-17.

<sup>5</sup> The data for 1981 are based on information available as of Nov. 1, 1980.

<sup>6</sup> The firms are Allegheny Ludlum Industries, Inc.; Armco Steel Corp.; Bethlehem Steel Corp.; Inland Steel Co.; Jones and Laughlin Steel Corp.; National Steel Corp.; Republic Steel Corp.; United States Steel Corp.; and Wheeling-Pittsburgh Steel Corp.

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**Industrial relations—a declining art?**

. . . Unlike in many countries, industrial relations in America are not a subject of great public concern. Among many academics is the (rather complacent) feeling that all the interesting questions in industrial relations have been examined. It is no longer a field in which to "make a name".

The problem for many industrial relations institutes has been exacerbated by their specialization in a non-growth area: private sector unionism. The proportion of the private sector which is unionized is falling as, in all probability, is the absolute number of unionists there. But this decline could itself provide work for industrial relations institutes as unions build up their defenses in a fight for survival. And the institutes are not entirely lacking in the ability to adapt. Their extension services are busy training practitioners, especially those in the public sector where unionism and collective bargaining have of late grown rapidly. In many ways traditional industrial relations is now the preserve of the practitioner rather than of the researcher.

While the scope of industrial relations has narrowed considerably, interesting work is still being done on its mainstay of collective bargaining. Much of it is more theoretical and quantitative than that of the past and much concerns the public sector. Industrial relations as an area of study is alive in America but only just. Its survival is ensured by the emergence of (a few) able young scholars who combine a sensitivity for institutional detail with technical competence. But advances in many areas once the preserve of industrial relations are likely to come from the basic disciplines.

—DON J. TURKINGTON  
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