

# VIEWPOINT

Bruce F. Shank, Editor

Labor. Good people make your company stand out. Bad people make attempts at quality control fruitless.

The quality of labor today is suffering. Managers complain of an absence of ambition, a seemingly unwarranted hostility toward management, and an unwillingness to accept responsibility.

Labor intensive industries are feeling labor pressure more this year than in past years. Minimum wage legislation, labor reform amendments making union organization easier, and unemployment compensation increases have managers on the defensive. Labor, primarily because of unions, is also on the defensive.

How managers react will play a significant role in the future relationship between managers and labor. That is, if they could react and be heard. Unions are making this nearly impossible.

Unions get in the way of the manager's communication with his workers. Incidents with individual workers are too often taken as attacks on the entire work force. Committees designed for the purpose of resolving individual problems overplay their intended role and become lobbying groups for antimanagement sentiment. Likewise, management often overreacts to union requests assuming a built-in compromise area.

Unions are not the entire problem. It goes much deeper.

Managers of the present are paying penalties for bad management of the past. Short-sightedness still pervades many companies. Top management, unwilling to pay middle managers adequately in salaries and fringes, hires less qualified middle managers. Since it is the middle manager who deals primarily with labor, the resulting poor managers often cause labor unrest.

The middle manager who is good often sees his path to upper management based upon an anti-labor stance.

The profit line of short-sighted companies may be higher in the short term, but will not stay there if labor and middle management assume the qualities mentioned at the beginning of this Viewpoint.

Now is the time for management to investigate and institute profit sharing programs for both labor and middle management to obtain the commitment necessary for quality work. This will be the best defense against union entry. Once unions organize in your firm you will slowly lose control of salaries and quality. If you can give a person a piece of the action and a sense of pride, why should he or she join a union?



## Our new Pressure Vacuum Breaker hardly ever works.

Until you need it. And then it becomes one of the most critical components you've ever installed in a cross-connection situation.

The Rain Bird® PVB utilizes a positive seating check valve and spring loaded disc float assembly, installed as a unit between two tightly closing shut-off valves, and fitted with properly located test cocks.

It's a highly effective device, easily installed, that can save you trouble, lawsuits — even lives.

The Rain Bird® PVB. It may never have to work for you. But if it does, nothing will ever work harder.

**RAIN BIRD®**

**Bringing new ideas to life.**

7045 N. Grand Avenue, Glendora, CA 91740.

The Rain Bird Pressure Vacuum Breaker meets or exceeds performance requirements set by A.S.S.E., U.S.C.F.C.C. and I.A.P. M.O.

® Rain Bird is a registered trademark of Rain Bird Sprinkler Mfg. Corp., Glendora, California.

Circle 128 on free information card