

# MANAGING THE MILLS

LABOR POLICY IN  
THE AMERICAN STEEL  
INDUSTRY DURING THE  
NONUNION ERA

JONATHAN REES

# Managing The Mills Labor Policy In The American Steel Industry During The Nonunion Era

**Eric Arnesen**



## **Managing The Mills Labor Policy In The American Steel Industry During The Nonunion Era:**

**Managing the Mills** Jonathan Rees, 2004 *Managing the Mills* uses the steel industry between the years 1892 and 1937 as a case study in employer motivation for opposition to organized labor. No American industry was more successful in its efforts to keep unions out of its facilities during this period and no industry was more vocal about its reasons for doing so. The book reconstructs the management culture of this industry and shows how it interacted with the economics of steelmaking to shape particular labor policies like the twelve hour day, welfare capitalism and the use of spies in the workplace. *An Economic History of the American Steel Industry*, **A Day in the Life of an American Worker** Nancy Quam-Wickham, Ben Tyler Elliott, 2019-12-02 This introduction to the history of work in America illuminates the many important roles that men and women of all backgrounds have played in the formation of the United States. *A Day in the Life of an American Worker* 200 *Trades and Professions through History* allows readers to imagine the daily lives of ordinary workers from the beginnings of colonial America to the present. It presents the stories of millions of Americans from the enslaved field hands in antebellum America to the astronauts of the modern space age as they contributed to the formation of the modern and culturally diverse United States. Readers will learn about individual occupations and discover the untold histories of those women and men who too often have remained anonymous to historians but whose stories are just as important as those of leaders whose lives we study in our classrooms. This book provides specific details to enable comprehensive understanding of the benefits and downsides of each trade and profession discussed. Selected accompanying documents further bring history to life by offering vivid testimonies from people who actually worked in these occupations or interacted with those in that field. *Managing the Human Factor* Bruce E. Kaufman, 2019-06-30 Human resource departments are key components in the people management system of nearly every medium to large organization in the industrial world. They provide a wide range of essential services relating to employees including recruitment, compensation, benefits, training and labor relations. A century ago, however, before the concept of human resource management had been invented, the supervision and care of employees at even the largest companies were conducted without written policies or formal planning and often in harsh, arbitrary and counterproductive ways. How did companies such as United States Steel manage a workforce of 160 000 employees at dozens of plants without a specialized personnel or industrial relations department? What led some of these organizations to introduce human resources practices at the end of the nineteenth century? How were the earliest personnel departments structured and what were their responsibilities? And how did the theory and implementation of human resources management evolve both within industry and as an academic field of research and teaching? In *Managing the Human Factor* Bruce E. Kaufman chronicles the origins and early development of human resource management (HRM) in the United States from the 1870s when the Labor Problem emerged as the nation's primary domestic policy concern to 1933 and the start of the New Deal. Through new archival research, an extensive review and synthesis of the

historical and contemporary literatures and case studies illustrating best and worst practices during this period Kaufman identifies the fourteen ideas events and movements that led to the creation of specialized HRM departments in the late 1910s as well as their further growth and development into strategic business units in the welfare capitalism period of the 1920s The research presented in this book not only uncovers many new aspects of the early development of personnel and industrial relations but also challenges central parts of the contemporary interpretation of the concept and evolution of HRM Rich with insights on both the present and past of human resource management *Managing the Human Factor* will be widely regarded as the definitive account of the early history of employee management in American companies and a must read for all those interested in the indispensable function of managing people in organizations Encyclopedia of U.S. Labor and Working-class History Eric Arnesen,2007 Publisher Description *Representation and Rebellion* Jonathan H. Rees,2011-05-18 In response to the tragedy of the Ludlow Massacre John D Rockefeller Jr introduced one of the nation s first employee representation plans ERPs to the Colorado Fuel and Iron Company in 1915 With the advice of William Mackenzie King who would go on to become prime minister of Canada the plan which came to be known as the Rockefeller Plan was in use until 1942 and became the model for ERPs all over the world In *Representation and Rebellion* Jonathan Rees uses a variety of primary sources including records recently discovered at the company s former headquarters in Pueblo Colorado to tell the story of the Rockefeller Plan and those who lived under it as well as to detail its various successes and failures Taken as a whole the history of the Rockefeller Plan is not the story of ceaseless oppression and stifled militancy that its critics might imagine but it is also not the story of the creation of a paternalist panacea for labor unrest that Rockefeller hoped it would be Addressing key issues of how this early twentieth century experiment fared from 1915 to 1942 Rees argues that the Rockefeller Plan was a limited but temporarily effective alternative to independent unionism in the wake of the Ludlow Massacre The book will appeal to business and labor historians political scientists and sociologists as well as those studying labor and industrial relations The Industrial Revolution in America Kevin Hillstrom,Laurie Collier Hillstrom,2005-04-25 An impressive set of books on the Industrial Revolution these comprehensive volumes cover the history of steam shipping iron and steel production and railroads three interrelated enterprises that helped shift the Industrial Revolution into overdrive The first set of volumes in ABC CLIO s breakthrough *Industrial Revolution in America* series features separate histories of three closely related industries whose maturation fueled the Industrial Revolution in the United States during the late 19th and 20th centuries fundamentally changing the way Americans lived their lives With this set students will learn how the steamship the first great American contribution to the world s technology helped turn the nation s waterways into a forerunner of our superhighways how the Andrew Carnegie led American steel industry surpassed its British rivals marking a momentous power shift among industrialized nations and how the railroads spurred by some of the United States s most dynamic entrepreneurs Cornelius Vanderbilt John Pierpont Morgan Jay Gould moved from a single transcontinental link to

become the most influential and far reaching technological innovation of the Industrial Age extending into virtually every facet of American culture and commerce      Industrialization and the Transformation of American Life: A Brief Introduction

Jonathan Rees,2015-05-18 This book provides a descriptive episodic yet analytical synthesis of industrialization in America It integrates analysis of the profound economic and social changes taking place during the period between 1877 and the start of the Great Depression The text is supported by 30 case studies to illustrate the underlying principles of industrialization that cumulatively convey a comprehensive understanding of the era      **Money, Power, and the People** Christopher W.

Shaw,2022-12-22 An engaging and well researched study of ordinary people who joined together to challenge financial institutions Choice Banks and bankers are hardly the most beloved institutions and people in this country With its corruptive influence on politics and stranglehold on the American economy Wall Street is held in high regard by few outside the financial sector But the pitchforks raised against this behemoth are largely rhetorical We rarely see riots in the streets or public demands for an equitable and democratic banking system that result in serious national changes Yet the situation was vastly different a century ago as Christopher W Shaw shows This book upends the conventional thinking that financial policy in the early twentieth century was set primarily by the needs and demands of bankers Shaw shows that banking and politics were directly shaped by the literal and symbolic investments of the grassroots This engagement remade financial institutions and the national economy through populist pressure and the establishment of federal regulatory programs and agencies like the Farm Credit System and the Federal Deposit Insurance Corporation Shaw reveals the surprising groundswell behind seemingly arcane legislation as well as the power of the people to demand serious political repercussions for the banks that caused the Great Depression One result of this sustained interest and pressure was legislation and regulation that brought on a long period of relative financial stability with a reduced frequency of economic booms and busts Ironically this stability led to the decline of the very banking politics that brought it about Giving voice to a broad swath of American figures including workers farmers politicians and bankers alike Money Power and the People recasts our understanding of what might be possible in balancing the needs of the people with those of their financial institutions      **Comparative and Transnational History**

Heinz-Gerhard Haupt,Jürgen Kocka,2012 Since the 1970s West German historiography has been one of the main arenas of international comparative history It has produced important empirical studies particularly in social history as well as methodological and theoretical reflections on comparative history During the last twenty years however this approach has felt pressure from two sources cultural historical approaches which stress microhistory and the construction of cultural transfer on the one hand global history and transnational approaches with emphasis on connected history on the other This volume introduces the reader to some of the major methodological debates and to recent empirical research of German historians who do comparative and transnational work      **Not Alms but Opportunity** Touré F. Reed,2009-06-01

Illuminating the class issues that shaped the racial uplift movement Toure Reed explores the ideology and policies of the

national New York and Chicago Urban Leagues during the first half of the twentieth century Reed argues that racial uplift in the Urban League reflected many of the class biases pervading contemporaneous social reform movements resulting in an emphasis on behavioral rather than structural remedies to the disadvantages faced by Afro Americans Reed traces the Urban League's ideology to the famed Chicago School of Sociology The Chicago School offered Leaguers powerful scientific tools with which to foil the thrust of eugenics However Reed argues concepts such as ethnic cycle and social disorganization and reorganization led the League to embrace behavioral models of uplift that reflected a deep circumspection about poor Afro Americans and fostered a preoccupation with the needs of middle class blacks According to Reed the League's reform endeavors from the migration era through World War II oscillated between projects to adjust or even contain unacculturated Afro Americans and projects intended to enhance the status of the Afro American middle class Reed's analysis complicates the mainstream account of how particular class concerns and ideological influences shaped the League's vision of group advancement as well as the consequences of its endeavors Managing the Mills Jonathan Rees,1997 **Worker Voice** Greg Patmore,2016 The book aims to understand work participation in the workplace or worker voice by examining the inter war experience in Australia Canada Germany the UK and the US **Labor History Worldwide** Neil Schlager,2003

**Vergleichen in der Konkurrenz** Torben Möbius,2023-11-13 Die Eisen und Stahlindustrie ist seit dem ausgehenden 19 Jahrhundert international vernetzt Wichtiger Bestandteil der ökonomischen Austausch und Konkurrenzbeziehungen war eine bisher kaum beachtete sozial und kulturell wirksame Praxis Branchenakteure verglichen ihre Industrie mit ihrer Konkurrenz in anderen Ländern In der konjunkturanfälligen Stahlindustrie war ein besonderes Bedürfnis zu beobachten die eigenen Leistungen und Errungenschaften im Spiegel der internationalen Konkurrenz zu bewerten und das eigene ökonomische Handeln orientieren zu können Welche Rolle spielten Vergleichspraktiken innerhalb der Konkurrenz Diese Frage beantwortet die Studie für die deutsche und US amerikanische Eisen und Stahlindustrie in der Zeit zwischen den 1870er und den 1930er Jahren *The Oxford Companion to United States History* Paul S. Boyer,2001-07-04 Here is a volume that is as big and as varied as the nation it portrays With over 1 400 entries written by some 900 historians and other scholars it illuminates not only America's political diplomatic and military history but also social cultural and intellectual trends science technology and medicine the arts and religion Here are the familiar political heroes from George Washington and Benjamin Franklin to Abraham Lincoln Woodrow Wilson and Franklin D Roosevelt But here too are scientists writers radicals sports figures and religious leaders with incisive portraits of such varied individuals as Thomas Edison and Eli Whitney Babe Ruth and Muhammed Ali Black Elk and Crazy Horse Margaret Fuller Emma Goldman and Marian Anderson even Al Capone and Jesse James The Companion illuminates events that have shaped the nation the Great Awakening Bunker Hill Wounded Knee the Vietnam War major Supreme Court decisions Marbury v Madison Roe v Wade landmark legislation the Fugitive Slave Law the Pure Food and Drug Act social movements Suffrage Civil Rights influential books The Jungle Uncle Tom's Cabin

ideologies conservatism liberalism Social Darwinism even natural disasters and iconic sites the Chicago Fire the Johnstown Flood Niagara Falls the Lincoln Memorial Here too is the nation's social and cultural history from Films Football and the 4 H Club to Immigration Courtship and Dating Marriage and Divorce and Death and Dying Extensive multi part entries cover such key topics as the Civil War Indian History and Culture Slavery and the Federal Government A new volume for a new century The Oxford Companion to United States History covers everything from Jamestown and the Puritans to the Human Genome Project and the Internet from Columbus to Clinton Written in clear graceful prose for researchers browsers and general readers alike this is the volume that addresses the totality of the American experience its triumphs and heroes as well as its tragedies and darker moments

**Racial Conflict and Violence in the Labor Market** Cliff Brown, 1998 Taking one of the many strikes during the period as a case study argues that the migration of black workers to northern US cities looking for work during World War I and the practice and pattern of racial discrimination by the mainstream labor unions created a split labor market in which black workers had no choice but to scab on strikers Focuses on community level race relations during the strike and also considers the impact of local governments repressing labor the organizational strength of local union and employers efforts to inflame racial tension Developed from a 1996 Ph D dissertation for Emory University Annotation copyrighted by Book News Inc Portland OR

*Racial Conflicts and Violence in the Labor Market* Cliff Brown, 2014-01-09 This book focuses on community level race relations during the 1919 Steel Strike when intense job competition contributed to racial conflict among the nation's steel workers As the Great Migration brought thousands of black workers to northern cities their lower labor costs generated racially split labor markets in the industrial sector Further the discriminatory policies of labor unions forced many blacks to serve as strike breakers during periods of class conflict As a result the migration heightened racial conflict and undercut important union organizing initiatives The 1919 Steel Strike illustrates how racial divisions crippled many American unions a pattern that helps to explain the demise of organized labor during the 1920's No previous studies of the 1919 Steel Strike have systematically compared community processes to determine how local events shaped the strike's outcome Despite the failure of the 1919 Steel Strike the varied experiences of workers in different communities reveal much about the causes of racial conflict and the possibilities of interracial solidarity This study finds that patterns of black migration local government repression of labor the organizational strength of local unions and employers efforts to inflame racial tension all help to explain community level variation in interracial solidarity and conflict Ph D dissertation Emory University 1996 revised with new preface

New York History, 2005

*Twentieth-Century Pittsburgh, Volume One* Roy Lubove, 1996-02-15 First published in 1969 Roy Lubove's *Twentieth Century Pittsburgh* is a pioneering analysis of elite driven post World War II urban renewal in a city once disdained as hell with the lid off The book continues to be invaluable to anyone interested in the fate of America's beleaguered metropolitan and industrial centers

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