

TRADE UNION CONSULTANTS REPORT

TO

THE INTERNATIONAL COOPERATION ADMINISTRATION

AND THE

JAPAN PRODUCTIVITY CENTER  
(GOVERNMENT OF JAPAN)

Contract No. - PIO/T 88-43-020-3-80067 (Japan)

BY

SAMUEL C. EVETT  
Representative  
UNITED STEELWORKERS OF AMERICA  
211, 1st National Bank Building  
East Chicago, Indiana

December 30, 1958

## REPORT OF TRADE UNION SPECIALIST

Submitted this 30th day of December, 1958, pursuant to the provisions of the Agreement between THE INTERNATIONAL COOPERATION ADMINISTRATION and SAMUEL C. EVETT, Contract No. PIO/T 88-43-020-3-80067 (Japan), dated September 9th, 1958.

The contract between the International Cooperation Administration and Samuel C. Evett provided in part as follows:

"...in its program for technical assistance to the Government of Japan (hereinafter referred to as the "Government"), as represented by the Japan Productivity Center (hereinafter referred to as the "JPC"), the ICA desires to engage a Trade Union specialist to assist and advise the JPC in the development of trade unions in Japan..."

"...the Contractor's duties will include, but not be limited to the following:

1. To serve as advisor, lecturer and group discussion leader, and to conduct seminars sponsored by the Japanese trade union organizations in the industrial areas of Tokyo, Osaka, Nagoya, Fukuoka, and Sapporo on various aspects of the American trade union movement; structure and functions of trade unions; labor/management relations; collective bargaining techniques; grievance machinery and procedure, including mediation, conciliation and arbitration; health and safety activities; cooperative programs; labor's role in productivity increases; and other related subjects in the trade union field.

2. To promote a better understanding among the Japanese trade union organizations of the philosophy and practices followed by American trade union organizations in the establishment of sound labor management relations.

3. To assist the Japanese Productivity Center in the formulation of a program designed to increase productivity through, among other things, the better use of existing labor resources.

4. To demonstrate to the Japanese trade union organizations how they can participate more effectively in productivity programs, i.e., how to increase productivity as well as insure that labor will share equitably in the benefits of increased productivity, etc.

5. To promote a better understanding by the technicians employed by the Japanese trade union organizations of some of the research techniques and practices of American unions. Especially as regards technical questions relating to financial analysis, job study, incentive systems, time and motion study, union contract analysis, etc."

"...The Contractor will prepare and submit to the Government a written report in a form satisfactory to the Government containing his findings, conclusions, and recommendations, and such other observations, comments or information as may be deemed pertinent to the work hereunder..."

Attached hereto is the schedule and itinerary of the Contractor indicating the method of performance of the Contractor's duties.

After briefing and orientation by ICA in Washington, D. C., on October 8th, 9th and 10th, 1958 I proceeded to Japan. Enroute I met the other member of our two man labor specialist team, Mr. A. R. Davidson, Editor, Union News, Oil, Chemical and Atomic Workers International Union, AFL-CIO, in Honolulu on October 18, 1958.

Mr. Davidson and myself arrived in Tokyo, Japan on October 21, 1958.

Immediately upon our arrival in Tokyo Mr. Davidson and myself were engaged in an intensive briefing and orientation program by USOM and the Japan Productivity Center. In addition, we enjoyed many opportunities of discussion with labor, management and governmental representatives in order to familiarize ourselves with the background and present status of the industrial relations system in Japan.

In order to better prepare myself for this assignment prior to departure for Japan I found the following publications extremely helpful reading in the development of an understanding of the Japanese labor situation:

1. "Industrial Relations in Postwar Japan", 1958, Solomon B. Levine, University of Illinois Press
2. "Industrial Relations in the New Japan", 1957, Solomon B. Levine, University of Illinois Bulletin No. 57
3. "Japan's Tripartite Labor Relations Commission", 1955, Solomon B. Levine, University of Illinois, Bulletin No. 34
4. "Summary of the Labor Situation in Japan", 1958, ICA, Office of Labor Affairs, U. S. Department of Labor, Bureau of Labor Statistics.
5. "Japan's Labor Problems", 1956, Ichiro Nakayama, Ministry of Foreign Affairs, Japan
6. "Labor Movement in Japan", 1958, Japan Federation of Employers' Associations

Additional information in the form of pamphlets, books and newspapers was obtained during my tour of Japan which further assisted the Contractor's knowledge of the problems confronting the labor movement in Japan.

Needless to say, one does not become an expert in understanding the complex industrial relations system of Japan and the inter-play of the forces therein, in a few short months--and particularly, one segment of that system--the Japanese trade union movement.

Mr. Davidson and myself, after consultation with USOM and JPC, entered into the performance of our duties as trade union consultants to the Japanese trade union organizations in seminars conducted in the Aomori, Fukushima, Chubu, Kyushu, Hiroshima, Shikoku and Kansai regions.

In order to better utilize the available time, taking into consideration translation time of our interpreters, we believed that the subject matters to be covered, as set forth in our Contract, could best be served by a division of our efforts. Accordingly, Mr. Davidson addressed himself to the explanation of the organizational structure and operation of the American trade union movement; and, my efforts were addressed to the development of the collective bargaining agreement, including theory, what included, and its' impact upon union-management relations.

In our coverage of the above two general fields of subject matter, of course we also brought into our discussions with the Japanese trade unionists a variety of related subjects such as: Development of trade union leadership - labor education programs; Relationship between national and international unions and federations (AFL-CIO), national, state, county, and municipal levels; Safety and health programs; Welfare programs; Recreational activities; Daily activities of American trade unions--particularly, Local Union level; Relationship between grievance procedure and arbitration; and, How the American trade unionist thinks of productivity.

In our discussions with the seminar participants we afforded approximately three-fourths of the allotted time to questions and answers. In order to further utilize our available time most of the question and answer periods were broken up into two discussion

groups with Mr. Davidson leading one group and myself the other.

In our meetings with the Japanese trade unionists we emphasized that we were not there for the purpose of convincing the trade union leaders of Japan that the American trade union's way of doing business was the best pattern for the Japanese trade unionists to mold their union movement, but rather to relate to them our experiences and philosophy in the light of our concept of a free, democratic trade union movement dedicated to the improvement of the working mans' wages and working conditions.

With regards to the structure of the Japanese trade unions which reflects the rapid surge of trade union organization that took place immediately after the end of the war, the basic feature is enterprise unions. Enterprise unions, while resembling local unions associated with our industrial unions, are generally speaking separate and independent entities with very little industry-wide coordination and cohesiveness. Membership in the enterprise union covers all employees regardless of function or occupation, i.e., office, clerical, technical, supervisory, and production workers.

Another feature of the Japanese trade union movement is the evident paternalism which reflects the social and cultural background of the Japanese people. The Japanese trade unionists are themselves aware of the growing pains which they are experiencing in adapting to their new-found freedom to organize and bargain with their employers.

As a consequence of what amounts to the building of the Japanese trade union movement from the top down, and the resultant divisiveness and ideological conflict which has so far marked all attempts at labor unity, one of the significant features of the trade unions

of Japan is the absence of a strong, well coordinated and stable union movement. Also of particular importance is the absence of any significant number of career trade union leaders.

As a result, there is a strong political orientation by some of the trade union federations--particularly Sohyo, the largest labor federation, which has been accused as being the left-wing labor front in Japan. Sohyo at the top level has consistently refused to participate in the productivity program of JPC, but this position has been somewhat tempered by participation of some of its' affiliates at the enterprise level.

The other major federation of the Japanese trade union movement, Zenro which is known as the right-wing labor front in Japan, has taken the position that labor's aims can be better achieved through economic action and direct collective bargaining with the employer instead of the political approach taken by Sohyo. Zenro, accordingly, is cooperating with the productivity program of JPC.

With reference to productivity as discussed in all of the seminars my presentation was somewhat as follows:

In the United States there is no overall coordinated productivity program sponsored by the government or a labor-management organization such as JPC. Generally speaking, American industry constantly through its' own research and development, on a company by company basis, is continually improving productivity. Labor unions in the United States take the position that increased productivity should provide a better standard of living for the worker, and by the means of a collective bargaining process and the maintenance of strong, stable and disciplined unions seek to secure their fair share of the fruits of increased productivity.

I further stated that the American trade union movement believed in the free enterprise system whereby the employer was entitled to a fair and reasonable profit upon his investment; and, in return for his labor the worker was entitled to wages and working conditions that would provide him and his family with a decent standard of living--moreover, that as the business of the employer prospered the standard of living of the worker should improve, and thereby the general prosperity of the nation as a whole should be increased.

Any discussion of improving the productive efficiency of the industrial establishments of Japan makes necessary an understanding of the economic position of that country. Any study of the economic structure of Japan impresses one very firmly with the fact that Japan is, generally speaking, a processing nation in the field of industrial products. It must import the basic raw materials, process them, and sell the finished product in the world market--and in the process thereof, make sufficient profit to improve the standard of living of its' workers, improve productive processes and techniques, provide new production facilities, and return a reasonable profit to its' investors.

Any consideration of this economic process must of necessity take into consideration that organized labor must be a free (from company or government domination) and equal partner in this proposition. In the United States, it was pointed out, the American trade union movement has historically relied upon its' strength at the collective bargaining table and not upon political activity to secure its' economic gains. However, this in no way detracts from the general philosophy of the American trade union movement that political action is an important and legitimate activity as

exemplified by the following quotation from the preamble of the Constitution of the United Steelworkers of America:

"To unite in this industrial union, regardless of race, creed, color or nationality, all workers and working men and women eligible for membership, employed in and around and in transportation related to iron, steel, aluminum, non-ferrous metal and allied manufacturing, mining, processing and fabricating mills, factories and establishments in the United States, Canada, and insular areas adjacent thereto.

To establish through collective bargaining adequate wage standards, shorter hours of work and improvements in the conditions of employment for the workers in the industry."

"To secure legislation safeguarding the economic security and social welfare of the workers in the industry, to protect and extend our democratic institutions and civil rights and liberties and thus to perpetuate the cherished traditions of our democracy."

In my discussions with the Japanese trade unionists major emphasis was placed upon the statement that the beneficial results of many American trade unions is based upon determined and well-documented collective bargaining, with the end result being a contract between the employer and the union guaranteeing wages, security and working conditions for the life of that contract. It is my understanding that a large percentage of the Japanese labor unions have no written collective bargaining contract with their employers; and that in those instances where there is a written contract the agreement very often provided little more than provisions to meet the minimum standards set by law. Moreover, very little is done in the field of grievance procedure. The participants in the

Seminars evidenced an intense interest in the many subject matters covered in the typical American trade union contract, particularly in seniority and method of wage payment.

With respect to wage payment, in contrast to the American worker's concept of equal pay for equal work, the Japanese system of wage payment is based upon longevity, dependency allowances, education, etc. Considerable discussion was devoted to our concept of equal pay for similar work and the job description and evaluation program of the United Steelworkers of America. The point was made that the purpose of the job evaluation program was to negotiate a ranking of jobs to obtain the best possible job relationship that can be obtained, for the establishment of a standard wage scale where pay is based upon the work performed and not the individual. The development of the job evaluation program in the American basic steel industry was explained to the participants in the light of the following quotation from a statement of Elmer J. Maloy, Director of the Wage Division of the United Steelworkers of America:

"...Earnings for craft workers and for assigned maintenance workers were on the average much too low as compared to less skilled workers on production who had the benefit of additional earnings derived from incentive rates of all kinds and descriptions.

Over the years, many so-called common labor or other unskilled jobs had acquired duties requiring various skills and parts of other jobs for which usually no additional compensation was granted.

Even with exactly identical jobs, there was no uniformity of rates between the many plants or even within the departments of the same plant.

The application of general wages increases on a flat cents-per-

hour basis had caused a flattening out of all the wage scales and had depreciated the percentage spread between the minimum plant rates and the rates paid to skilled workers. Other rates were out of line because of geographical location, the condition of the local labor market, the financial condition of the company involved, or for any number of reasons.

All of the many variations in rates were a constant source of irritation among the employees and were the cause of countless work disturbances and grievances. Before the job evaluation program in the steel industry, over 90% of all grievances came from disputes over wage rates, and the settlement of these grievances by raising certain rates created further inequities and dissatisfaction."

It is important to note here that in my discussion with the Japanese trade unionists it was not my position that the answer to the wage problem of the Japanese worker was job evaluation, but rather that my discussion was to merely show how the American trade union member viewed this general question of wage determination.

The Japanese method of wage determination, based upon historical, cultural, and traditional factors, while in my opinion not being susceptible to any rapid change from its' present concept, is nevertheless becoming a source of concern to the Japanese worker. This is best exemplified by a quote from an article by Benjamin Martin commenting on the labor scene in "The Japan Times":

"Vital wage problems are beginning to crop up with an increasing urgency. For example, let us say that a long-service employee about 40 years of age is receiving 30,000 Yen per month as a skilled operator of an obsolete machine but, by and by, a new type of machine is installed and operated by a young worker who is only being paid

10,000 Yen per month.

Many such cases have been arising in the iron and steel industry. This reveals a glaring defect in the wage system which must be removed. It may very well require a substantial overhauling of the wage structure with less emphasis on the length of service factor."

The above statement of opinion in Martin's article is attributed to Mr. Ota, Chairman of Sohyo; but, this same general feeling with respect to the method of wage payment was also voiced by many of the Zenro labor unionists in my discussions with them.

The basic points in my message to the Japanese trade unionists can best be summarized as follows:

1. Establishment of free, democratic trade unions--free from domination by either government or employer.
2. Wide-spread participation by the membership in a great variety of activities, with frequent local union meetings.
3. Linking together of local unions with common occupational or industrial interests into strong, self-disciplined and self-governing associations similar to our national or international unions.
4. Development of complete collective bargaining agreements setting forth wages, hours of work, security and working conditions of the union members--thereby providing stability as one of the basic ingredients of industrial relations.
5. Labor's aims and objectives secured through economic action is the keystone to the eventual recognition of labor as an equal partner in the economic structure of a nation.
6. Development of a rational labor-management relationship which defines mutual rights and responsibilities, and provides

recognition and human dignity to the worker.

7. Development of career trade union leaders whose aspirations are to elevate the dignity and living standard of the working men and women--as opposed to the idea that trade union leadership is merely a stepping stone to political office or a management position.

8. Political action has its rightful place within the trade union movement legitimate activities--not to supplant the collective bargaining process but to secure and protect legislation safeguarding the economic security and social welfare of the workers.

9. The best assurance of labor securing its' fair share of productivity increases lies not in government legislation or company generosity but in the development and maintenance of strong, democratic trade unions at the collective bargaining table.

My views with respect to the above enumerated points were discussed with the Japanese trade unionists as reflecting my own general philosophy as an American trade unionist, and were not dictated either by the ICA, JPC or the United States Government. Furthermore, it was understood that in no way was I passing judgement upon or suggesting that any or all of my opinions were an answer to the solution of the current Japanese labor problems.

It was my general feeling that the Japanese trade unionists were appreciative of the frankness with which Mr. Davidson and myself addressed our answers to the questions posed at the seminars. Many of the questions such as: "How do you enlighten management?" - "How can labor secure its' fair share of productivity increases?" - "How do you protect union members from discharge (lay-off) in times of business depression?", were posed in the light that must be some magical formula to solve these problems. Both Mr. Davidson and

myself stated that the only answer we knew was the building of a strong democratic trade union movement which in itself would command the respect of management.

With respect to recommendations to the Japan Productivity Center and the Japanese trade union movement as suggested by the terms of my contract with the Government, I believe it is obvious that there are no pat answers to the present complex industrial relations system in Japan.

However, there are certain strong personal convictions on my part which I believe can be applied to the Japanese situation.

First, recognition of the right of working men and women to organize themselves into organizations of free, democratic trade unions--without domination by the government or management; and, the acceptance of the right of social and human dignity of labor.

Second, the establishment of a sound and lasting industrial relations system depends upon the affording of labor its rightful position as a responsible and equal partner in the industrial system.

Third, the development of a strong core of career trade union leaders dedicated to the improvement of wages, working conditions and the social welfare of the worker and the nation as a whole.

Fourth, a union contract between an employer and his employees is the true sign of industrial democracy at work. The union contract, and a written grievance procedure in that agreement, is the symbol to workers of their right to join together in an effort to better their economic interests.

Fifth, recognition that productivity means more than increased industrial output--that there is a resultant effect on wages, hours of work, security of the worker and the effect of such changes on

the economy in general. Increased productivity should provide an improvement in the standard of living for the worker and all of the people--and it is the responsibility of management and labor to affect a fair and just distribution of the fruits of increased productivity.

With respect to the International Cooperation Administration and United States Operations Mission, it was my experience that the ICA-USOM sponsored visitations of Japanese trade unionists to the United States has had an important influence on the Japanese trade union movement, and should be continued and expanded. USOM Labor Technical Officer Einar Edwards is deserving of the highest commendation for the great service he is performing in assisting the Japanese trade union movement to develop a stable, disciplined and democratic union movement in Japan.

Mr. Benjamin H. Thibodeaux, Minister Counselor for Economic Affairs, and Director of U.S.O.M., extended to us upon two occasions an opportunity to break in upon his busy schedule and discussed with Mr. Davidson and myself the purpose of our mission, the economic position of Japanese industry, and the objectives of U.S.O.M. Before our departure from Japan we reported to Mr. Thibodeaux our experiences and observations, some of which are included in this report.

As a result of brief experience in my visit to Japan it would be my observation that the USOM Labor Technical Office could be considerably strengthened in its' attempt to build a bastion of free, democratic trade unionism in the far east if additional manpower were assigned to the USOM Labor Technical Office. Particularly, help is needed in the services of skilled trade union experts in the various industrial centers of Japan in order to give on the spot guidance and

counseling to the Japanese trade unionists. The contract consultant arrangement and seminars are helpful but the stationing of a USOM representative for one, two or three months in a given area is essential to the over-all success of this program.

Mr. Edward Skagen, U. S. Embassy Labor Attache; Mr. Richard Petree, Assistant Labor Attache; and Mr. Frank Welch, Labor Information officer, U.S.I.S., proved of invaluable assistance to Mr. Davidson and myself in their extremely helpful advise as to the structure and operation of the Japanese trade unions.

Also, Mr. Kanichi Takayama, Chief, Labor Department (JPC) and Mr. Toshiro Hukazawa, Acting Chief, Labor Section (JPC) were invaluable in their assistance to the labor consultants. There many courtesies can never be fully repaid.

To Mr. Tomoo Ito, our interpreter; the many staff people of the Japan Productivity Center and of the United States Operation Mission; and the Office of Labor Affairs, International Cooperation Administration, may I also express my appreciation for invaluable assistance and guidance in the performance of my duties.

A handwritten signature in cursive script, appearing to read "Samuel A. Smith". The signature is written in dark ink and is positioned centrally below the main body of text.

BIOGRAPHIC DATA

Samuel C. Evett, Representative  
United Steelworkers of America  
211, 1st National Bank Building  
East Chicago, Indiana

Assistant to Director, District No. 31, United Steelworkers of  
America 1936 - to present date.

Bch. of Ed. Degree, 1936, Southern Illinois Teachers College,  
Carbondale, Illinois.

1943 - 1945 Member and Chairman of CIO Labor Members, Region  
VI, National War Labor Board

1945 - 1947 Member and Chairman of CIO Labor Members, Region  
VI, National Wage Stabilization Board

1951 - 1953 Member and Chairman of CIO Labor Members, Region  
VII, National Wage Stabilization Board

1951 - to present Member, Region VI, Labor-Management Manpower  
date Committee, U. S. Department of Labor

1954 - 1955 President, Munster, Indiana Lions Club

1958 - 1959 Deputy District Governor, District No. 25-A  
Lions, International

Residence: 1346 Park Drive  
Munster, Indiana

TRADE UNION CONSULTANTS REPORT

SCHEDULE AND ITINERARY

ICA - Samuel C. Evett - Contract: PIO/T 88-43-020-3-80067 (Japan)

SCHEDULE

October 1958

- 7 - Munster, Indiana to Washington, D. C.
- 8 - Briefing and Orientation - Office of Labor Affairs, ICA  
Mr. John K. Meskimen, Director of Labor Affairs, ICA  
Mr. Rudolph N. Marginot, FE Labor Advisor, ICA  
Mrs. Alice N. Collins, Administrative Officer, Office of Labor Affairs, ICA  
Mr. Anton, ICA Desk
- 9 - Briefing and Orientation - Office of Labor Affairs, ICA  
Mr. Rudolph N. Marginot, FE Labor Advisor, ICA  
Mr. Sogolove, U. S. State Department  
Mr. Michael Ross, Int'l. Affairs Department, AFL-CIO  
Mr. Rudolph Faupl, Int'l. Affairs Department, IAM
- 10 - Briefing and Orientation - Office of Labor Affairs, ICA  
Mr. Rudolph N. Marginot, FE Labor Advisor, ICA  
Mr. Harold Walker, Labor Advisor, ICA  
Int'l. Affairs Section, U. S. Department of Labor

Washington D. C. to Munster, Indiana

- 14 - Munster, Indiana to San Francisco, California
- 15 - San Francisco, California to Honolulu, T. H.
- 16 - Arrive Honolulu, T. H.
- 19 - Leave Honolulu, T. H.
- 20 - Flight to Japan
- 21 - Arrive Haneda Airport, Tokyo, Japan

Met at Airport by: Mr. Richard Petree, Acting Labor  
Technical Officer, USOM

Mr. Kanichi Takayama, Chief, Labor  
Department, Japan Productivity Center

Mr. Toshiro Hukazawa, Acting Chief,  
Labor Section, Japan Productivity  
Center

Mr. Tomoo Ito, Interpreter

Briefing and Orientation - USOM  
Mr. Richard Petree, Acting Labor Technical Officer, USOM  
Mr. Benjamin H. Thibodeaux, Director, USOM / Minister  
Counselor for Economic Affairs, U. S. Embassy

October 1958

- 22 - Briefing and Orientation - USOM  
Mr. Richard Petree, Acting Labor Technical Officer, USOM
- Briefing and Orientation - JPC  
Mr. Hiroshi Kurokawa, Assistant General Manager, JPC  
Mr. Kanichi Takayama, Chief, Labor Department, JPC  
Mr. Toshiro Hukazawa, Acting Chief, Labor Section, JPC
- Reception - Japan Productivity Center
- 23 - Orientation - JPC Headquarters  
Mr. Kazae Sakamoto, Chief, Labor Policy, Labor Ministry  
Prof. Mitsufuji, Labor Management Deliberation Council
- 24 - Orientation - JPC Headquarters  
Mr. Haruo Wada, General Secretary, Zenro-Kaigi  
Mr. Yoneji Masuda, Deputy Chief, Productivity Research  
Institute, JPC
- Meeting with President Kikuchi, and General Secretary  
Hosono, All Japan Oil Workers Union
- 25 - Saturday
- 26 - Sunday
- 27 - Visit to Zenro-Kaigi Federation Headquarters Office  
Mr. Misao Masuhara, Chief, Organizing Department, Zenro  
Mr. T. Nishimaki, Executive Board Member, Zenro  
Mr. Kyo Kamizawa, Director, Int'l. Affairs Department,  
All Japan Seamen's Union
- Prime Minister Kishi's Official Residence - Celebration  
of Sending abroad 2,000th Observer, Japan Productivity  
Center
- 28 - Visit to Sodomei Federation Headquarters Office. (Also  
the Headquarters of Japan Textile Industry Workers  
Union)  
Mr. Sen Kojima, General Secretary, Sodomei  
Mr. Seiji Amaike, Secretary, Japan Textile Industry  
Workers Union
- Visit to Federation of Electric Industry Workers Union  
Office.  
Mr. Chu Sato, General Secretary  
Mr. Toshitsugu Nakamura, Vice President
- 29 - Meeting at JPC Headquarters with management representatives  
of the iron and steel industry.
- Address of greetings to 5th Annual Convention of Zenro-  
Kaigi Federation.
- Leave Tokyo by train for Asamushi

October, 1958

30 - Arrived at Asamushi

30 - Asamushi Seminar

November, 1958

1 - Asamushi Seminar

2 - Asamushi to Matsushima, via Aomori & Sendai, by train

3 - National Cultural Day Holiday  
Matsushima to Yumoto, via Sendai, by train

Visit with Mr. Yoshiro Asaka, President, Tohoku Region,  
Electric Workers Union; Mr. Isamu Nishioka, Vice  
President, Tohoku Region, Electric Workers Union

4 - Visit to Joban Coal Company mine properties, Yumoto

5 - Yumoto Seminar

6 - Yumoto Seminar

Yumoto to Tokyo by train

7 - Report to USOM  
Mr. Einar Edwards, Labor Technical Officer, USOM

8 - Saturday

9 - Sunday

Tokyo to Nagoya by train

10 - Visit to Daikyo Oil Refinery and Showa Oil Refinery,  
Yokkaichi

11 - Nagoya Seminar

12 - Nagoya Seminar

Visit with officials of Daido Steel Company, Ltd.  
Dr. Tatsuo Hayashi, Managing Director  
Mr. Motokichi Nagata, Director, General Administration  
Mr. Yutaka Marubayashi, Managing Director  
Mr. T. Kawase  
Mr. Akira Nakaoka, Industrial Furnace Sales

Nagoya to Tokyo by train.

13 - Visit with Mr. Ichiro Seto, Representative, International  
Metal Workers Federation, ICFTU

Report to USOM  
Mr. Einar Edwards, Labor Technical Officer, USOM

November, 1958

- 14 - Central Labor Committee Meeting, Japan Productivity Center  
Press Conference - Mr. A. Sato, JPC Newspaper  
Visit to Sohyo Federation union headquarters  
Mr. Shigeru Tanehashi, Chief of Int'l. Department, Sohyo  
Mr. Hoshimi Uchida, Research Institute, Sohyo  
Visit to ICFTU office, Tokyo  
Mr. Asahi Okura, ICFTU Area Representative (Japan)
- 15 - Saturday
- 16 - Sunday
- 17 - Tokyo to Beppu by Japan Air Lines
- 18 - Beppu Seminar
- 19 - Beppu Seminar  
Beppu to Yawata by Train
- 20 - Visit to Yawata Steel Workers Union Headquarters  
Mr. Kaneto Tanaka, Former President of Yawata Steel  
Workers Union  
Mr. Tomoichi Ito, President, Yawata Steel Workers Union  
Mr. Kunihiko Mito, Vice President, Yawata Steel Workers  
Union  
Mr. Nobuo Takemura, President, Kyushu Regional Council  
of Nat'l. Federation of Steel Workers Unions  
and others  
Yawata to Fukuoka by train
- 21 - Fukuoka to Hiroshima by train
- 22 - Hiroshima Chamber of Commerce  
Mr. Shuichi Yokoyama, Managing Director  
Mr. Kazunori Kagawa, Director of Chungoku Electric  
Construction Co.  
Atomic Bomb Casualty Commission Clinic  
Dr. George B. Darling, Director of Commission
- 23 - Hiroshima to Miyajima by car and boat
- 24 - Miyajima Seminar
- 25 - Miyajima Seminar  
Miyajima to Hiroshima by boat and car
- 26 - Hiroshima to Matsuyama and Dogo by boat
- 27 - Thanksgiving Day

November, 1958

28 - Dogo Seminar

29 - Dogo Seminar

Matsuyama to Kobe by Kansai SS Line

30 - Sunday

December, 1958

- 1 - Visit to All Japan Seamen's Union National Headquarters  
Mr. Kumazo Nakachi, Vice President, All Japan Seamen's Union  
Mr. Itoshi Narasaki, Director, Finance Section, All Japan Seamen's Union  
Mr. Katsuya Yamaguchi, Director, General Affairs Section, All Japan Seamen's Union  
Mr. Tomoharu Hegoori, Deputy Director, Kobe Chapter, All Japan Seamen's Union  
Mr. Akeyasu Ochi, Kobe Chapter, All Japan Seamen's Union

Kobe to Arima by Car

2 - Arima Seminar

3 - Arima Seminar

Arima to Osaka by Car

Visit with Mr. Yoshikazu Tanaka, President, Takeda Pharmaceutical Labor Union Federation  
Mr. Takayuki Kogama, Chief Secretary, Takeda Pharmaceutical Labor Union Federation  
Mr. Toshio Shimizu, Chief Secretary, Takeda Pharmaceutical Labor Union  
Mr. Akira Satake, Director, Chief of General Relations Department, Takeda Pharmaceutical Industries, Ltd.  
Mr. Koyata Namba, Chief of Labor Division, Takeda Pharmaceutical Industries, Ltd.

4 - Osaka to Kyoto by car

Visit to silk and lacquerware factories.

5 - Kyoto to Nara and Osaka by car

Osaka to Tokyo by Japan Air Lines

6 - Saturday

7 - Sunday

8 - Report to USOM  
Mr. Einar Edwards, Labor Technical Officer, USOM

9 - Meeting at JPC Headquarters with Chemical and Metal Working Industry Labor-Management group

December, 1958

- 9 - Meeting with Japan ILO Association  
Mr. Yasuemon Sakurai, Director, ILO Office Tokyo  
Mr. Shingo Kaite, Director, Japan Institute of Labor  
Mr. Haruyasu Okamoto, Vice President, Japanese Federation  
of Synthetic Chemistry Workers Unions  
Mr. Hajime Inoue, Director of Research, Japan Federation  
of Textile Workers' Unions  
Mr. Kazuo Motoyama, Secretary, Japan Federation of Mine  
Workers  
Mr. T. Minakami  
Mr. Takeshi Takahashi, Research Officer, ILO Tokyo  
Branch Office
- Visit with Mr. Toraichi Hara, Chairman, Sodomei, Tokyo  
District Federation
- Mr. Kenji Ozaki, Chairman, Tokyo Local, Reorganized  
Mitsubishi Heavy Industry Workers' Union
- 10 - Evaluation Meeting at JPC Headquarters
- Meeting with Atomic Energy Workers - Labor-Management  
Representatives
- 11 - Report and evaluation - USOM  
Mr. Einar Edwards, Labor Technical Officer, USOM  
Mr. Edward Skagen, Labor Attache, U. S. Embassy  
Mr. Richard Petree, Asst. Labor Attache, U. S. Embassy  
Mr. Frank Welch, Labor Informational Officer, USIS
- Report to Mr. Benjamin H. Thibodeaux, Director,  
USOM/Minister Counselor for Economic Affairs,  
U. S. Embassy
- 12 - Leave Tokyo for Munster, Indiana
- 13 - Arrive San Francisco, California
- 14 - San Francisco, California to Munster, Indiana