

concerned not only with the amount or rate of change in any one provision, but also with the emphasis that is placed on the different types of substantive outputs - i.e. the trade-off among the outputs. For example, during periods of high unemployment or rapid technological change, one will probably find a great deal of emphasis on various job and income security provisions, whereas during periods of high employment one will probably find a greater degree of emphasis on wages and more immediate and direct forms of benefits. The paper that I was to have presented today would have dealt predominantly with these types of subject matter. However, I do hope to complete a monograph during the summer covering these and other subjects for the period 1953 to 1966.

I should like to re-emphasize that the discipline of industrial relations must be concerned not only with the substantive or material rewards for employment, but also with the types of social relationships and rewards that exist between management and labour at any level of an industrial relations system, ranging from the national system down to the lowest unit of a plant. These social relationships and rewards are often as critical in determining the degree of satisfaction which employees derive from employment as are the financial or material types of rewards. (7)

Thus far I have been discussing the outputs of an industrial relations system in terms of rewards to employees for their services. However, I do not wish to leave the impression that one should look at the outputs of an industrial relations