

I. B. HELBURN

*Arbitrator-Mediator*

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DOB: August 14,1938  
Professor Emeritus, The University of Texas at Austin

EDUCATION

- B.S. (with honors) The University of Wisconsin  
Major: Psychology  
June,1960
- M.S. The University of Wisconsin  
Industrial Relations Research Institute  
Major: Industrial Relations  
June,1962
- Ph.D. The University of Wisconsin  
Industrial Relations Research Institute  
Major: Industrial Relations  
January, 1966  
Dissertation: "An Analysis of the Industrial Relations Climate in Unionized Profit-Sharing Firms"

HONORS

- Inclusion in American Men and Women in Science  
Inclusion in Personalities of the South  
Inclusion in Who's Who in the South and Southwest

PROFESSIONAL EXPERIENCE (selected)

- January, 1968 - August, 1997: Faculty Member, Department of Management, Graduate School of Business, The University of Texas at Austin  
September, 1968 - June, 1969: Consultant to Committee on Wages and Employment, The House of Representatives, State of Texas (Drafted report which led to first state minimum wage law.)  
March, 1972 - present: Federal Mediation and Conciliation Service, labor arbitration panel

January, 1974 - December, 1974: Commissioner, Public Employees Study Commission,  
State of Texas

July, 1974 - present: American Arbitration Association, labor arbitration panel

1992-present: National Mediation Board, labor arbitration panel

## CURRENT PANELS

### Arbitration

AT&T and Communications Workers of America

Continental Airlines and International Association of Machinists (Flight Attendants)

Internal Revenue Service and National Treasury Employees Union

International Paper Company and United Paperworkers and the IBEW

Lone Star Steel and United Steelworkers of America

Lucent Technologies and Communications Workers of America

Lucent Technologies, Oklahoma City and IBEW

Major League Baseball and Major League Baseball Players Association (Salary)

Southwest Airlines and International Association of Machinists (Reservations Agents)

Southwest Airlines and TWU Local 555 (Ramp Personnel)

U. S. Customs Service and National Treasury Employees Union

U. S. Postal Service and American Postal Workers Union

U. S. Postal Service and American Postal Workers Union (Oklahoma District)

U. S. Postal Service and National Association of Letter Carriers

U. S. Postal Service and National Rural Letter Carriers Association

Veterans Administration Medical Center and American Federation of Government  
Employees, Local 1633

### Grievance Mediation

AT&T and Communications Workers of America

Southwestern Bell Yellow Pages and Communications Workers of America

Wyman-Gordon Forgings, Inc. and International Association of Machinists

## PROFESSIONAL ASSOCIATIONS

Industrial Relations Research Association

National Academy of Arbitrators

## PUBLICATIONS

### Books and Monographs

J.J. Jehring and I. B. Helburn, Total Group Productivity Motivation in Business (Madison:  
Center for Productivity Motivation, University of Wisconsin, September, 1961).

- I. B. Helburn, Progress Sharing at American Motors (Madison: Center for Productivity Motivation, University of Wisconsin, 1964).
- I. B. Helburn, Manpower, Employment and Income: A Statistical Profile of Texas (Austin: College of Business Administration, The University of Texas at Austin, 1969).
- I. B. Helburn, Public Employer-Employee Relations in Texas: Contemporary and Emerging Developments (Austin: The Institute of Public Affairs, The University of Texas at Austin, 1971).
- Darold T. Barnum and I. B. Helburn, Local Option Recognition and Bargaining: The Texas Fire Fighter and Police Experience (Lubbock: College of Business Administration, Texas Tech University, 1976).

#### Contributed Chapters and Proceedings

- I. B. Helburn, "Public Employee Unionization: Vitality for the Labor Movement and Problems for Public Officials," in Texas: Readings in Politics, Government, and Public Policy, Richard H. Kraemer and Philip W. Barnes, Eds. (San Francisco: Chandler Publishing Company, 1971), pp. 192-200.
- I. B. Helburn, "Personnel Management and Employee Relations in County Government," Proceedings of the 17th County Auditors' Institute (Austin: Lyndon B. Johnson School of Public Affairs, The University of Texas at Austin, 1975), pp. 31-46.
- I. B. Helburn, "Issues and Prospects in Texas Public Employee Labor Relations," Public Employee Labor Relations, Proceedings of the November 11-12, 1976 Symposium. (Dallas: School of Law, Southern Methodist University, 1977), Ch. H.
- Darold T. Barnum and I. B. Helburn, "Issues and Prospects in Texas Protective Services Labor Relations," Public Employee Labor Relations, Proceedings of the November 11-12, 1976 Symposium. (Dallas: School of Law, Southern Methodist University, 1977), Ch. J.
- Richard Santos and I. B. Helburn, "Effects of Incomes Policies on the Health Care Industrial Relations System in the United States," in Industrial Relations and Health Services, Amarjit Singh Sethi and Stuart J. Dimmock, Eds. (London: Croom Helm, 1982), Ch. 18.
- I. B. Helburn and Robert C. Rodgers, "The Effects of Personalized Appeals on Questionnaire Response," Decision Sciences in the Public and Private Sectors: Theory and Applications, Proceedings, Fifteenth Annual Conference, Southwest Region, American Institute for Decision Sciences, February 29-March 3, 1984, pp. 124-127.
- I. B. Helburn, "Word Processing as A Tool of the Arbitrator's Trade," Proceedings of the Thirty-Seventh Annual Meetings, National Academy of Arbitrators, (Washington, D.C.: BNA, Inc., 1985), pp. 218-222.

- Robert C. Rodgers and I. B. Helburn, "The Arbitrariness of Arbitrators' Decisions," Proceedings of the Thirty-Seventh Annual Meeting, Industrial Relations Research Association, (Madison, WI: IRRA, 1985), pp. 234-241.
- Chalmer E. Labig, Jr. and I. B. Helburn, "Union Policy Influences on Grievance Initiation," presented at the November, 1985 meetings of the Southern Management Association.
- I. B. Helburn, Syllabi for Collective Bargaining and Labor Arbitration Courses, in Bargaining & Dispute Resolution Curricula: A Sourcebook (Vol. 12), compiled by M. A. Neale & G. B. Northcraft (Durham, N.C.: Eno River Press, 1985), pp. 29-40.
- Laura B. Cardinal and I. B. Helburn, "The Effects of Profit Sharing on Productivity and Employer Employee Relations," presented at the annual meetings of the Academy of Management, Chicago, Ill., August 15, 1986.
- Laura B. Cardinal and I. B. Helburn, "Union versus Nonunion Attitudes Toward Share Arrangements," Proceedings of the Thirty-Ninth Annual Meetings, Industrial Relations Research Association, (Madison, WI: IRRA, 1987), pp. 167-173.
- I. B. Helburn, "Experience Under the Hearing Officer Provisions of the Texas Fire and Police Civil Service Law," presented at the meeting of the National Academy of Arbitrators, Southwest Region, San Antonio, Texas, March 18, 1988.
- I. B. Helburn, "Seniority and Post-Reinstatement Performance: A New Look at Some Old Findings," Proceedings of the Forty-Third Annual Meeting, National Academy of Arbitrators, (Washington, D.C.: BNA, Inc., 1991), pp. 141-149.

#### Journal Articles

- I. B. Helburn, "Old Conflict in a New Setting: The Unionization of Public Employees," Public Affairs Comment, XVI (January, 1970), 1-4.
- I. B. Helburn and Stephen R. Zimmer, "The Federal Supervisor: A Comment on Executive Order 11491," Public Personnel Review, XXXII (January, 1971), 2-7.
- I. B. Helburn, "Trade Union Response to Profit-Sharing Plans: 1886-1966," Labor History, 12 (Winter, 1971), 66-80.
- I. B. Helburn, "Professional Consultations for Texas Teachers," Texas Business Review, XLVI (March, 1972), 57-60.
- I. B. Helburn, "Municipal Labor Relations in a Void: The Texas Case," Journal of Collective Negotiations in the Public Sector, I (August, 1972), 203-218.

I. B. Helburn, "The American Federation of Teachers in Texas: A Case Study of a Hostile Environment," Journal of Collective Negotiations in the Public Sector, I (August, 1972), 203-218.

I. B. Helburn and N. D. Bennett, "Public Employee Bargaining and the Merit Principle," Labor Law Journal, 23 (October, 1972), 618-629.

Reprinted in Labor Relations Law in the Public Sector: Cases and Materials' Russell A. Smith, Harry T. Edwards, and R. Theodore Clark, Jr. (Indianapolis: The Bobbs-Merrill Company, Inc., 1974), pp. 468-472, and

Trends in Public Sector Labor Relations, Vol. 1, 1972-1973, Arvid Anderson and Hugh D. Jascourt, Eds. (Chicago: International Personnel Management Association, 1975), pp. 5966.

I. B. Helburn, "Public Employee Organization: Texas Breakthroughs Amid National Change," Public Affairs Comment, XX (November, 1973), 1-6.

I. B. Helburn, "The Scope of Bargaining in Public Sector Negotiations: Sovereignty Reviewed," Journal of Collective Negotiations in the Public Sector, 3 (Spring, 1974), 147-166.

I. B. Helburn, "Public Employee Labor Relations in Texas: The Widening Gap," Labor Law Journal, 27 (February, 1976), 107-122.

Darold T. Barnum and I. B. Helburn, "Labor Relations by Local Option: Fire Fighter and Police Bargaining in Texas," Labor Law Journal 28 (May, 1977), 292-304.

I. B. Helburn, "Comment," Labor Law Journal, 28 (July, 1977), 445-447.

I. B. Helburn, "More of Everything You Always Wanted to Know about Public Employee Bargaining in Texas--But Were Afraid to Ask," Journal of Collective Negotiations in the Public Sector, 6 (1977), 347-366.

I. B. Helburn, "Public Employee Unionization and Texas: A Critical Issue," Texas Business Review, 52 (January, 1978), 8-13.

I. B. Helburn and Darold T. Barnum, "Making Personnel Decisions by Public Referenda: Campaigns for Police and Fire Fighter Collective Bargaining in Texas," Public Personnel Management, 7 (March-April, 1978), 119-125.

Reprinted in Labor Relations in the Public Sector: Readings and Cases, 2nd ed., Marvin J. Levine, Ed. (Columbus, Ohio: Grid Publishing Co., 1985), pp. 163-173.

I. B. Helburn and J. L. Matthews, "The Referendum as an Alternative to Bargaining," Journal of Collective Negotiations in the Public Sector, 9 (1980), 93-106.

Darold T. Barnum and I. B. Helburn, "Influencing the Electorate: Referenda on Public Employee Bargaining," Industrial and Labor Relations Review, 35 (April, 1982), 330-342.

I. B. Helburn and J. R. Hill, "The Arbitration of Religious Practice Grievances," The Arbitration Journal, 39 (June, 1984), 3-13.

I. B. Helburn, review of The Mediators by Deborah Kolb, in Administrative Science Quarterly 29 (September, 1984), 455-461.

I. B. Helburn and John C. Shearer, "Human Resources Management and Industrial Relations in the People's Republic of China: A Time of Ferment," Industrial & Labor Relations Review, 38 (October, 1984), 3-15.

Reprinted in Global Human Resources Perspectives, Jagdish Sheth and Golpira Eshghi, Eds. (Cincinnati: Southwestern Publishing Co., 1988).

I. B. Helburn and Robert C. Rodgers, "Hesitancy of Arbitrators to Accept Interest Arbitration Cases: A Test of Conventional Wisdom," Public Administration Review, 45 (May/June 1985), 398-402.

Chalmer E. Labig, Jr., I. B. Helburn, and Robert C. Rodgers, "Discipline History, Seniority, and Reason for Discharge as Predictors of Post Reinstatement Performance," The Arbitration Journal, 40 (September 1985), 44-52.

Robert C. Rodgers, I. B. Helburn and John Hunter, "The Seniority-Reinstatement Job Performance Relationship," Academy of Management Journal, 29 (March 1986), 101-114.

Chalmer E. Labig, Jr. and I. B. Helburn, "Union and Management Policy Influences on Grievance Initiation," Journal of Labor Research, VII (Summer 1986), 269-284.

Laura B. Cardinal and I. B. Helburn, "Firm Attitudes toward Profit Sharing in Unionized and Non-Unionized Firms," Profit Sharing, 37 (February 1989), 13-15.

#### Published Teaching Cases

I. B. Helburn and Darold T. Barnum, "Who Should Drive the Wagons? in Cases and Exercises in Personnel, William F. Glueck (Dallas: Business Publications Inc., 1978), pp. 159-164 and

Case Problems in Personnel and Human Resource Management, Randall S. Schuler and Stuart A. Youngblood (St. Paul: West Publishing Co., 1986), pp. 260-263.

I. B. Helburn and Darold T. Barnum, "The Discharge of Sleeping Beauty," in Cases and Exercises in Personnel, William F. Glueck (Dallas: Business Publications, Inc., 1978), pp. 150-155, and

Personnel and Human Resources, 3rd ed., Leon C. Megginson (Homewood, IL: Richard D. Irwin, Inc., 1977), pp. 542-546, and

A Manual of Student Activities in Human Relations: Cases, Exercises, and Readings, J. M. Higgins (New York: Random House, 1982), pp. 169-172.

E. B. Krinsky and I. B. Helburn, "Washington County Hospital," In Cases in Health Services Administration, J. S. Rakich, B. B. Longst, Jr., and Kurt Darr (Philadelphia: W. B. Saunders Co., 1983), pp. 298-302 and

Case Problems in Personnel and Human Resource Management, Randall S. Schuler and Stuart A. Youngblood (St. Paul: West Publishing Co., 1986), pp. 264-268.

I. B. Helburn and L. J. Ardelean, "How Big Is A Small Knife?" in Case Problems in Personnel and Human Resource Management, Randall S. Schuler and Stuart A. Youngblood (St. Paul: West Publishing Co., 1986), pp. 269-272.

#### Published Arbitration Awards

Bethlehem Steel Corp., 74-2 ARB 8693 (1975).

Hart Graphics, 75-1 ARB 8073 (1975).

J. Weingarten, Inc., 77-1 ARB 8050 (1977).

Petro-Tex Chemical Corp., 77-2 ARB 8361 (1977).

Amoco Chemicals Corp., 70 LA 504 (1978).

Marathon Oil Co., 70 LA 518 (1978).

Jefferson Chemical Co., 70 LA 1177 (1978).

Shell Chemical Co., 78-1 ARB 8193 (1978).

Hayes Drayage and Storage Co., 79-1 ARB 8169 (1979).

T. K. Valve & Mfg., Inc., 73 LA 241 (1979) and 79-2 ARB 8411 (1979).

Joy Manufacturing Co., 80-2 ARB 8526 (1980) and American Arbitration Association, "Summary of Labor Arbitration Awards," No., 263, February 15, 1981.

U. S. Steel Corp., 77 LA 77 (1981).

National Pipe & Tube Co., 81-2 ARB 8437 (1981).

Cross Oil & Refining Co., 82-1 ARB 8149 (1982).  
American Hoechst Corp., 82-1 ARB 8217 (1982).  
Mobil Oil Corp., 80 LA 1203 (1983) and 83-1 ARB 8273 (1983).  
Great Lakes Carbon Corp., 83 LA 1305 (1985) and 85-1 ARB 8091 (1985).  
Sid Richardson Carbon & Gasoline Co., 85-1 ARB 8177 (1985).  
Ashland Chemical Co., 85-1 ARB 8223 (1985).  
Lone Star Brewing Co., 85-2 ARB 8319 (1985)  
Northrop Services, Inc., 85-2 ARB 8461 (1985).  
San Antonio Air Logistics Center, 85 LA 1156 (1986).  
Union Carbide Corp., 86-1 ARB 8169 (1986).  
Southwest Airlines, 86-2 ARB 8373 (1986).  
Southwest Airlines, 86-2 ARB 8457 (1986) and 87 LA 594 (1986).  
Hertz Corp., 87-1 ARB 8126 (1987) and 88 LA 518 (1987).  
City of San Antonio, 17 LAIG 3936 (1987).  
Standard Industries, 88-2 ARB 8400 (1988).  
Ingram Manufacturing Company, 89-1 ARB 8132 (1989).  
Ingram Manufacturing Company, 91 LA 1269 (1989).  
Gerland Food Fair, Inc., 93 LA 1285 (1990) and 90-1 ARB 8168 (1990).  
Boise Cascade Corp., 90-2 ARB 8427 (1990).  
Friedrich Air Conditioning and Refrigeration Co., 91-1 ARB 8172 (1991).  
Union Carbide Corp., 91-2 ARB 8434 (199 1) and 97 LA 771 (1992).  
Texas Utilities Electric Co., 92-1 ARB 8118 (1992).  
City of Tulsa, 92-2 ARB 8546 (1992).  
Reynolds Metals Company, 93-1 ARB 3069 (1993).  
Merchants Fast Motor Lines, Inc., 93-2 ARB 3330 (1993).  
Carswell Air Force Base, 100 LA 876 (1993) and 93-2 ARB 3438 (1993).