

California University.

INSTITUTE OF INDUSTRIAL RELATIONS

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1962/1964 REPORT on RESEARCH ACTIVITIES

and COMMUNITY SERVICES

November 1964

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and

C O M M U N I T Y   S E R V I C E S   P R O G R A M

1962 - 1964

Lloyd Ulman, Director  
Margaret S. Gordon, Associate Director  
Earl F. Cheit, Associate Director

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FACULTY ADVISORY COMMITTEE

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Varden Fuller, Professor of Agricultural Economics

Walter Galenson, Professor of Industrial Relations and Economics

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\* On leave, 1964-65.

## INTRODUCTORY NOTE

This report covers the major developments in the Institute of Industrial Relations, Berkeley, in the period which has elapsed since the "Progress Report on the Institute's Research and Community Services, 1960-1962."

Arthur M. Ross, Professor of Industrial Relations, resigned as Director of the Institute in June 1963. He continues as co-director, with Professor R. A. Gordon, of the large-scale research project, "Unemployment and the American Economy," which is supported by a grant from the Ford Foundation.

Professor Ross was succeeded as Director of the Institute by Lloyd Ulman, Professor of Economics and Industrial Relations. In the period covered by this report there have also been other important changes in personnel. These are discussed on page 5.

The report covers the Institute's research activities, its publications, and its community services program. Unlike certain other similar organizations, such as the New York State School of Labor and Industrial Relations, the Institute of Industrial Relations at Berkeley does not offer university instruction directly as part of its program. Courses for graduate and undergraduate students in the field of industrial relations at the University of California are offered within the regular teaching departments, including the Schools of Business Administration and the Departments of Economics, Sociology, and Psychology. There are also some courses offered in the Department of Political Science and the Schools of Education, Law, and Social Welfare which are related to the field of industrial relations. Most of the faculty members in the University who are specialists in the fields of labor economics, personnel, industrial sociology, and industrial psychology hold joint appointments in the Institute of Industrial Relations. Typically, these faculty members have a 2/3-time appointment in the relevant teaching department and a 1/3-time appointment in the Institute. Their time in the Institute is spent on research.

The Institute's research projects are directed by members of the faculty staff who receive assistance from graduate research assistants holding half-time appointments in the Institute. There are only a few members of the Institute's research staff who are neither faculty members nor graduate students but who have part-time or full-time research appointments. This policy is in keeping with the general policy of the University of California under which institutes function primarily as facilities for faculty research and for the training of graduate students in research methods.

## FACULTY RESEARCH AND STUDENT TRAINING

### Introduction

The research program of the Institute has become substantially broader and more varied in recent years, and this trend may be expected to continue as the new Center for Labor Research and Education and other activities get under way. Among the developments responsible for the expansion of the research program have been the formation of the Research and Training Group in Comparative Developmental Studies, supported by a five-year grant from the Carnegie Corporation, and the four-year program of research on Unemployment and the American Economy, which was initiated in 1962 under a large grant from the Ford Foundation. Moreover, we have just completed the end of the third year of publication of the Institute's journal, Industrial Relations.

In addition to expansion of the research program through these media, a most notable contribution is made as a result of the individual affiliation of new and visiting faculty members. Two new members of the Berkeley faculty who have joined the Institute's faculty staff are Harold L. Wilensky, Professor of Sociology, and Raymond E. Miles, Assistant Professor of Business Administration. Professor Wilensky, formerly a member of the faculty of the University of Michigan, is the author of A Syllabus of Industrial Relations (1954), Intellectuals in Labor Unions (1956), and Industrial Society and Social Welfare, with Charles N. Lebeau (1958), as well as numerous papers and articles. Professor Miles is a young scholar who received his doctor's degree at the Graduate School of Business, Stanford University. In addition, Thomas Mayer, Professor of Economics on the Davis campus of the University, also held a joint appointment in the Institute in 1963-64 to conduct a study of working class consumer behavior.

Three scholars from other universities held joint research appointments in the Institute in 1963-64: Richard G. Lipsey, formerly Professor of Economics at the London School of Economics and Political Science; David C. Smith, Professor of Economics, Queen's University, Kingston, Ontario; and Robert L. Aronson, Associate Professor in the School of Industrial and Labor Relations, Cornell University. Three visitors have joined our staff for the academic year 1964-65. They are Joel Seidman, Professor of Industrial Relations at the University of Chicago, who is a Visiting Professor at our School of Business Administration; F. Graham Pyatt, Assistant Lecturer in Economics at Cambridge University, is Visiting Assistant Professor in the Department of Economics; and Martin P. Oettinger, Assistant Professor of Economics on the Davis campus of the University, is visiting the Institute as Assistant Research Economist.

### I. Research by Berkeley Faculty and Other Senior Staff

The Institute's research activities are concerned with three major areas: (1) unemployment and related issues, (2) labor market analysis, and (3) labor movements, social groups, and industrialization. As the detailed

listing of research projects in Appendix A indicates, most of our research is being conducted by regular members of the faculty of the Berkeley campus. A few other senior staff members are engaged in research in the Institute, as are a number of advanced graduate students who are doing their Ph.D. theses with the support of grants-in-aid from the Ford-financed research project on Unemployment and the American Economy or the Carnegie Corporation grant which supports the Research and Training Program in Comparative Developmental Studies.

## II. Research by Visiting Faculty and Other Scholars

There are also certain research projects which are being conducted by scholars who were visiting members of the faculty in 1963-64 or are visitors here this year. A few faculty members in other universities, moreover, are engaged in research projects associated with the unemployment research program or on projects which were initiated under an Institute appointment and are being completed elsewhere. In addition, there are two members of the faculty of the University of California at Davis who are engaged in Institute research. All these research projects are listed in the second part of the list of research activities.

## III. Professional Consultation

Mr. Graham Pyatt has agreed to be available for consultation with staff members of the Institute in connection with problems involving statistical methodology and research design. In this connection, he will assist three current research projects at the Institute. Since Mr. Pyatt will be with us only on a temporary basis, the question arises as to whether it might not be a good idea for the Institute always to include on its faculty staff one scholar--either a visitor or a member of the Berkeley faculty--who can serve in this important advisory capacity. In this connection, it might be noted that, during the academic year 1963-64, the extensive survey of union member attitudes in the Oakland community profited very greatly from the assistance which it received from Professor Charles Glock and some of his associates at the Survey Research Center.

## IV. Student Training

The Institute has no more important activity than maintaining a system of research assistantships under which outstanding graduate students are granted financial support and are assigned to perform research under the direction of various faculty members. Eighteen of these assistantships were awarded in the academic year 1962-63; 23 in 1963-64; and 25 in the current academic year. The number of assistantships given by the Institute is currently the highest in its history. In view of the very large number of excellent applications which we have been receiving, this number of assistantships is by no means excessive; indeed, it should be at least maintained at existing levels. In this connection, it is relevant to note that part of the expansion in this vital program has been made possible by the availability

of research funds outside of the Institute's regular budget, in particular, the Ford Foundation Unemployment project.

It has also been possible in recent years for the Institute to provide grants-in-aid for advanced graduate students preparing doctoral dissertations, as already indicated. Since the inauguration of the Comparative Developmental Studies program in the spring of 1961, eight graduate students have been awarded grants-in-aid to undertake doctoral theses relating to problems of economic and social development, and an additional six students have been awarded grants-in-aid under the unemployment research project.

#### V. The Journal

The Institute's journal, Industrial Relations, is now in its fourth year of publication. As implied by the subtitle, "A Journal of Economy and Society," the journal conceived its area of interest as covering all aspects of the employment relationship, with special attention to pertinent developments in the fields of labor economics, sociology, psychology, political science, and law. In line with this objective, articles have been published by authors who represent a wide variety of disciplines and are associated with both American and foreign academic research centers and universities.

During the period July 1963 - June 1964, thirteen unsolicited articles were accepted and fifty-five rejected. A number of those rejected were of high quality but could not be published because of space limitations.

The subscription list includes 2,268 names. A recent survey indicates that of these, 34 per cent are for firms and managers, 23 per cent for university libraries, 16 per cent for academicians, 9 per cent for labor, and 6 per cent each for government agencies and attorneys. Eighty per cent of the subscriptions come from within the United States and twenty per cent are foreign.

It is the journal's policy to include a symposium on a question of current interest in each issue. Recent symposia have dealt with professional workers in industry, psychological research on pay, the labor policies of the Kennedy Administration, and minorities and employment. The symposium in the current October 1964 issue on "Are Labor Courses Obsolete?" is perhaps typical of the others in that it draws on quite different points of view; it includes Arthur M. Ross of this Institute, Jack Barbash of Wisconsin, George Shultz of Chicago, Charles A. Myers of MIT, and Neil Chamberlain of Yale. Forthcoming symposia will be concerned with comparative community labor relations developments, early retirement, and labor education.

The journal prints technical and specialized articles as well as more general contributions. However, an effort is made to make the former as clear and understandable as the subject permits.

Eighteen members of the Berkeley and UCLA faculties serve on the Board of Editors. Betty V. H. Schneider is Associate Editor, Joan J. Lewis, Secretary, and Margaret G. Frantz, Business Manager. In June 1963 Associate Director Margaret S. Gordon, who most capably guided the journal through its two first difficult years, resigned as Managing Editor and was succeeded by George Strauss.



## VI. Publications

The Institute's publication program has been particularly heavy in the last two years, reflecting expansion of our research program and, in some cases, the completion of projects which were initiated some years ago. A list of publications appears in Appendix B.

During the period from March 1962 to the fall of 1964 nine books have been published under the Institute program, while two additional books are at the press. The great majority of these volumes have been published under the Institute's contract with John Wiley and Sons or by the University of California Press. In a few cases, however, books which were prepared under the Institute program have been published under other auspices.

Our output of reprints has also been unusually large in the last two years. During the period covered by this report, the Institute has issued 62 reprints, which represents a rate of nearly 30 reprints a year. In addition, there are 12 reprints which have been accepted for inclusion in the reprint series but have not yet appeared. The total expenses involved in the acquisition and distribution of these reprints would have been prohibitive were it not for the fact that some of the costs have been met through our foundation grant funds in appropriate cases. Even so, the Institute is in the process of revising to some extent its policies and procedures relating to the distribution of reprints in order to cut down the rapid increase in our expenditures for this purpose which we have been experiencing in recent years.

## COMMUNITY SERVICES

### I. Personnel

In August 1964, Dr. John Hutchinson resigned as Coordinator of Labor Programs in order to accept an appointment as Associate Professor of Business Administration at UCLA. Prior to his new appointment, Dr. Hutchinson received the Ph.D. in political science from the London School of Economics and Political Science. He had been Coordinator of Labor Programs on the Berkeley campus since 1955 and performed the duties of his office with great distinction.

During the past academic year, two new positions were created in the community services program and four new appointments were made.

In January 1964, Earl F. Cheit, Professor of Business Administration, became Associate Director of the Institute in charge of community services.

In July 1964, Herbert A. Perry was appointed as Coordinator of Labor Programs. Mr. Perry came to Berkeley from the University of Connecticut, and prior to his work in charge of labor education at that institution he had been on the research staff of the International Brotherhood of Electrical Workers and later Assistant Coordinator of Labor Programs at Berkeley. The appointment of Perry is joint with University Extension.

In August 1964, John K. Hislop joined the Institute as Coordinator of Management Programs, having succeeded Thomas Murphy, who had served part time in that capacity for the preceding year. Prior to accepting his present position, Mr. Hislop had been Director of the Industrial Insurance Department in the California State Chamber of Commerce.

In September 1964, Donald Vial became Coordinator of Labor Programs and Chairman of the newly created Center for Labor Research and Education which was established within the Institute. Mr. Vial, who received his A.B. and A.M. degrees from Berkeley, had previously served as Research Director and Administrative Assistant to the Executive Secretary of the California Labor Federation. Mr. Vial's appointment is also joint with University Extension.

### II. Community-Oriented Research

In order to discharge more fully the Institute's obligations and activities arising out of its community services program, a small research unit was established in the summer of 1963. The decision to establish this unit was made as the result of a formal request from the Central Labor Council of Alameda County to the Institute to conduct a systematic survey of the attitudes of union members toward the policies and governing practices of

their unions. We were happy to comply with this request. Not only would the project predictably yield results of value and general interest of a non-adversary nature to an off-campus community, but it required a sufficiently high order of scholarship and technique to afford excellent training to the two graduate research assistants assigned to it.

The Oakland project was carried out under the supervision of Professor Ulman and with extensive and invaluable help from the Survey Research Center. However, the two graduate research assistants who were assigned to the project worked independently and consequently received most valuable training in all phases of the project, including research design, sampling, coordinating the activities of participating trade unions, addressing membership meetings, and report drafting. They are currently extending the statistical analysis, placing the major conclusions in perspective provided by published literature, and preparing a final version for submission to a professional journal.

A new two-man team of graduate students has been assigned to community-oriented research for the current academic year. In addition, plans have been made to hire a postgraduate research economist on a permanent basis, who in fact will hold a Ph.D. in economics from Berkeley and who will provide an element of continuity to the program. In addition to work produced by graduate research assistants and, in the future, the postgraduate research economist, the unit will--as it has in the past--facilitate acceptable projects performed by persons off the campus. Examples of work of the latter variety are listed below.

1. "Ideological Obsolescence in Collective Bargaining," a paper written by Jack Conway, Executive Assistant to the President, Industrial Union Department, AFL-CIO. This was an invited paper, prepared by Mr. Conway on the basis of a lecture he gave in San Francisco in the spring of 1963. It has received rather widespread and favorable attention.

2. Labor in the Bay Area, a study by Harry Polland, Economic Counsel for Neyhart & Grodin, which will be published in conjunction with the Institute of Governmental Studies as part of their Franklin K. Lane series. The monograph will describe patterns of labor relations as they exist in the Bay Area; it will seek to explain these in terms of underlying social, economic, and geographic factors; and it will attempt to forecast the direction labor relations will take in the future.

3. "A Short History of Labor in California," by David Selvin, Editor of San Francisco Labor. This history will be prepared for inclusion in the Institute's popular pamphlet series.

4. "Unemployment," by Margaret S. and R. A. Gordon, a popular study of current problems in analysis and policies relating to unemployment, prepared for inclusion in the popular pamphlet series.

5. "Bibliography for a Union Library," by Jeffrey Schevitz, graduate research assistant (mimeographed).

6. An Inventory of Current Research on Problems Relating to Automation in the State of California, by Lewis Perl, graduate research assistant. This project has been commissioned and financed by the Governor's Commission on Manpower, Automation, and Technology.

7. Evaluation of the research conducted by the Oakland Interagency Project in connection with the Adult Minority Group Training Project and the Youth Opportunities Project. Subject to the availability of funds, the Institute has acceded to the Oakland Interagency Project's request that it appoint and supervise a small research evaluation team for a period of two years. The team will consist of a research associate as the senior member and two or three research assistants, to be drawn from the areas of economics, psychology, and sociology. During the initial stage of the project, Graham Pyatt will furnish technical statistical advice on research design.

8. "Selected Bibliography and Abstracts of Published Material on Wage Structures and Labor Mobility in the U. S.," a summary of articles prepared by graduate research assistants for and with the financial assistance of the Organization for Economic Cooperation and Development.

### III. The Center for Labor Research and Education

Within the past two academic years the University administration, the present directors of the Institutes at Berkeley and Los Angeles, and the chief executive officers of the California Labor Federation entered into extensive conversations and correspondence in the course of which it was decided that the University's program for labor education and research, under the two Institutes of Industrial Relations, should be improved in quality and expanded in scope. Accordingly, it was decided that Centers for Labor Research and Education within the Institutes at Berkeley and Los Angeles should be established, in cooperation with University Extension. Moreover, it was agreed that a Statewide Joint Labor-University Committee, to act solely in an advisory capacity to the University in these areas, will be established. These two decisions were ratified by the Regents of the University on the recommendation of their Committee on Educational Policy, at their July 1964 meeting.

In order to provide additional resources for the expansion and improvement of the University's program in labor education and research, the State Legislature increased the appropriations to the Institutes of Industrial Relations at the two campuses. These funds, in addition to resources made available from within the Institute, will help to finance the activities of our new Center for Labor Research and Education. In addition to recommending the establishment of the new Center and the Statewide Joint Committee, the University administration, the directors, and the officers of the California Labor Federation developed a set of Guidelines for the Expansion of Labor Programs. These guidelines project an ambitious and pioneering program, which contemplates a cooperative University-trade union effort which should not only help to satisfy keenly felt educational needs of trade unionists and other working people in our state but also should furnish a body of experience valuable to educators in the country as a whole. In view of the experience in California and elsewhere with past and current attempts in these areas, it was freely recognized by both sets of participants that the teaching and research resources developed and made available by the University must be matched by a wholehearted cooperative commitment by the labor movement and the trade unionists in the state. It was also recognized that, in view of

the complexity of the tasks ahead, the Guidelines cannot be regarded as blueprints but rather as considered points of departure. They are reproduced beginning on the following page.

The plans developed in consultation with the University administration and the California Labor Federation during the past year included many concrete suggestions which originated on this campus and reflected certain basic views held in this Institute as well as in our sister Institute, in the University administration, and in the Federation. In formulating our own objectives and suggestions, the staff at the Berkeley Institute received generous and most valuable assistance from individual members of the Faculty Advisory Committee and especially from Professor E. T. Grether, its chairman.

#### IV. Community Services Programs

The Institute, through its community services program and in cooperation with University Extension, offers a wide variety of classes, conferences, and seminars to the labor-management community. These programs are developed by the Institute's Coordinators of Labor Programs and Management Programs and are often co-sponsored by community organizations to meet specialized needs. The various programs which have been offered from 1962 to the present are listed in Appendix C.

Guidelines Developed by Representatives of the  
University of California and the California Labor Federation, AFL-CIO  
for the Expansion of Labor Programs

Following the adoption of Resolution No. 253 by the 1962 Convention of the California Labor Federation, AFL-CIO, several discussion sessions were conducted between responsible officials of the University and the Federation to develop University programs that will enable the labor movement to function more effectively as an essential and responsible institution in our free society. From the outset, the University recognized that its labor education and related research programs were not meeting the needs and interests of the labor community as fully as both the University and the labor movement would wish. Similarly, it was recognized that the labor movement has not always taken full advantage of the University's resources. Accordingly, during the course of the discussion sessions, the past and present offerings of the University through its established Institutes of Industrial Relations at both the Berkeley and Los Angeles campuses were reviewed in detail together with program areas for the expansion and improvement of the University's services. This joint memorandum sets forth the guidelines that will provide the base for a more unified effort on the part of both the University and the Federation to meet labor's pressing educational needs. The memorandum is concerned primarily with labor education programs, but it is agreed that such programs will require a closely coordinated expansion of research services of a non-adversary character, more adequately reflecting the requirements of the labor community.

Broadly conceived, the framework for expansion of labor education programs, as initially advanced by the Federation, embraces a comprehensive series of classes, courses, conferences, seminars, etc., that the University would undertake, both on and off campus, to meet the varied educational needs of existing leadership, new leadership, and union members. In general terms, therefore, the following three basic levels of program orientation are used in the memorandum to classify broadly the full range of activities that should be considered in the development of a comprehensive program of services:

- (a) Training in basic unionism for membership and emerging leadership;
- (b) Training in union administration and environment for emerging and existing leadership;
- (c) Professional and academic training for leadership and staff officials.

The above three types of basic training, however, should not be considered mutually exclusive, since some programs would have a general purpose and would serve union members as well as the leadership at any given level. Thus, while specific programs may sometimes defy precise classification into these categories, the division is useful, for it identifies distinct, though inter-related, levels and objectives of labor education. Further, the three levels of orientation help emphasize that labor education services seek both to develop existing leadership and to train future leaders of the labor movement.

### Basic Guidelines

Given the broad range of activities that would be embraced within a fully developed program of labor education services, it is agreed that there shall be a set of guiding principles which will cut across all labor programs, irrespective of the specific content of any given program. These guidelines and principles, designed to promote cooperation and encourage a high degree of utilization of the resources made available under an expanded effort, are as follows:

(1) The three levels of orientation of labor education programs should provide for as much continuity and progression as possible, with respect to both subject matter and the levels of orientation. Such continuity, however, must accommodate the widely divergent educational needs of labor unions at the various levels of organization, i.e., local unions, district, state and area bodies, internationals, central labor bodies, and similar councils, and the Federation. Just as individual programs are tailored to meet varying needs, so the provision of continuity should extend to the cooperating organization or organizations.

(2) All labor programs should be reviewed jointly with the labor movement, through channels established in accordance with paragraphs 6 and 7 below, at the appropriate level of organization. Apart from financing, enrollment and other administrative matters, there should be agreement on subject matter and instructors, consistent with the University's tradition of academic freedom. The quality of instruction should remain the responsibility of the University, and, where necessary, the University should also undertake programs for the training of instructors, especially in the case of instructors drawn from the labor movement itself.

(3) The commitment of resources by the University to any given program or programs should be paralleled in the labor movement at the appropriate level of organization by a commensurate assignment of priority to labor education and a commitment to encourage utilization of University services. It is recognized that the University's labor education programs cannot be effectively expanded without the active cooperation and support from the labor movement.

(4) The expansion of University labor education services should have the objective of supplementing and encouraging labor education programs carried out directly by the labor movement itself, and should not endeavor to supplant such programs. One of the services of the University should be to assist labor organizations in the development of their own labor education potential for maximum effectiveness.

(5) Within the limits of the resources made available by the University for labor education services, those programs of the Institutes which have demonstrated their value to the labor movement and other employee organizations should be continued in present or modified form. It does not necessarily follow, however, that such programs should invariably be given priority, when the need and demand for labor education programs exceeds the resources allocated. Since the past and present labor education offerings of the Institutes of Industrial Relations have been developed largely in the

absence of an over-all framework--as demands were made known to them, or as users of their services could be found--it is understandable that many organizations most in need of labor education might not have utilized the services of the University for any number of reasons. Accordingly, to the extent that the contemplated expansion of services is conceived by the Statewide Joint Labor-University Committee, set forth below, with greater attention to program continuity and meeting actual needs, as well as "felt" needs, a new set of priorities may develop.

(6) Given the distinct possibility that "demand" under an expanded program may exceed allocated resources, it is necessary that there be established procedures for determining priorities. The areas for expansion outlined below give an indication of what these priorities should be, but the determination of actual priorities is contingent upon implementation of the programs and the pattern of utilization of expanded services. These considerations, and the necessity of maintaining flexibility in the development of programs, suggest that general priorities should be determined in the operational phase by a Statewide Joint Labor-University Committee, consisting of 7 representatives selected by the Federation and 7 representatives of the University, appointed to further develop and carry out the broadly conceived program for expansion agreed to by the Federation and the University. In this sense, it should be understood that the Statewide Joint Labor-University Committee would function in an advisory capacity on program budgeting with follow-up evaluation responsibilities. Its work would be supplemented by a series of local Labor-University advisory committees which the Statewide Joint Labor-University Committee may appoint to assist in the planning and development of specific labor education programs.

(7) The Statewide Joint Labor-University Committee is conceived as an advisory body, and shall possess the authority necessary to carry out its broad functions concerning the implementation of this memorandum of agreement. Its 14 members, consisting of 7 representatives selected by the Federation and 7 representatives of the University, shall be appointed after prospective members of the committee have been considered in joint consultation between the Federation and the University. Members shall serve without reference to any term of office, and vacancies shall be filled by the appropriate appointing authority as vacancies occur. It is the responsibility of the Federation and University respectively to appoint members who will be able to participate fully in the meetings of the committee on a continuing basis. The committee shall organize itself and make provision for rotation of the chairmanship of the committee between representatives of labor and the University on a regular basis as the committee may determine. Minutes of its meetings and appropriate records of its activities shall be maintained with the assistance of staff services made available by the University. The committee shall meet regularly and as necessary to carry out its responsibilities, but not less than every 6 weeks during the academic year. The committee shall have the general authority to make recommendations concerning the establishment, operation, and evaluation of all labor programs.



Center for Labor Research and Education

The expansion of University services contemplated in this memorandum of agreement anticipates a substantial increase in the allocation of University resources as additional resources become available and as the expanded programs are developed and implemented with the full participation and cooperation of the labor movement. It is recognized that such expansion will also require certain organizational adjustments within the unit that is to administer the services, so that the highest degree of cooperation possible between the labor movement and the University may be realized. The level of cooperation achieved will largely determine the success of the expanded effort, and for this reason, it is vital that the labor movement have full confidence in and extend full support to the unit of the University that will provide the services.

The years of experience of the two Institutes of Industrial Relations on the Berkeley and Los Angeles campuses respectively fully corroborate this viewpoint. Up to the present time the Institutes have sought to administer their labor programs within an over-all structure that is geared to serving both labor and management without specifically establishing a formal organization that is exclusively oriented toward serving the labor community. Thus the degree of success achieved has varied considerably over the years. While there is considerable room and demand for continuing programs that bring labor and management together under a common "industrial relations" roof, it is recognized and agreed that it is desirable at this time to establish a separate unit for labor programs within each of the Institutes to be known as the "Center for Labor Research and Education." The Centers would be operated under coordinators of labor programs independently of other Institute programs, but with access to all the services and facilities of the Institutes, and under the over-all authority of the Institutes' directors and associate directors.

This arrangement envisions the designation of an associate director for each of the Institutes of Industrial Relations at Berkeley and Los Angeles, with special responsibility for research and education projects of interest to labor, and to serve as liaison with the labor movement concerning research and education projects. This should facilitate the close coordination of labor research and labor education activities, utilizing the avenues for effective joint consultation established with the labor movement at various levels by the Statewide Joint Labor-University Committee. While it is understood and agreed that the University cannot engage in what might be called "adversary" research, the establishment of effective liaison through the organizational structure outlined above will make it possible to undertake more applied research projects that would bring academic scholars and research personnel into closer contact with industrial relations at all operational levels and with other functional problems of concern to the labor movement. Such research would include the collection, analysis, and communication of information on policy issues of interest to organized labor. This applied research activity, to increase its effectiveness, should be completely integrated, wherever possible, with the conference and program activity of the centers to be established on both the Berkeley and Los Angeles campuses. Thus, conferences, institutes, and seminars should be

organized in connection with research programs. This integration would help to promote the widest possible dissemination of research results within the labor community.

#### Orientation Levels for Expanded Program Activity

Although it is not possible to classify precisely every labor education program, the division of programs into the three enumerated categories provides a convenient framework for indicating the general areas of substantial agreement on both program emphasis and expansion. As such, the purpose of this portion of the memorandum of agreement is illustrative, rather than definitive. Because of the diversified needs of labor at all levels of orientation, it would be premature to be too specific. In this regard, the details of implementation are better left to the advisory structure for joint consultation set forth above.

Accordingly, in each of the sections that follow, an attempt is made to describe in general terms the level of orientation, to present examples of present and past offerings of the Institutes, and to indicate areas of agreement on projected programs.

#### Training in Basic Trade Unionism for Membership and Emerging Leadership

The basic purpose here is to provide union members and shop stewards with instruction in the basic knowledge and skills required of the effective union member and junior officer. Instruction is aimed more specifically at acquainting rank and file members and emerging union leaders with the policies and objectives of the union movement; at analyzing the kind of problems they face in reaching these objectives; and at helping to equip them with the kinds of tools (both knowledge and skills) which they may need in dealing with these problems.

Important instructional categories include such subjects as grievance handling and arbitration, public speaking, parliamentary procedure, labor history and philosophy, the elements of labor law and legislation, and related courses. Instruction in these fields, when possible, shall relate fundamental trade union principles and skills to the broader aspects of the labor movement in the general community, to stimulate interest on the part of union members in further study and increased union activity.

Since the courses are aimed primarily at the needs of members at the local union level, they necessarily would be "tailor-made" as individual circumstances may require. A course for a newly organized local, for example, might deal heavily with grievance procedure, while a course for an older, established local might be more concerned with the economics of its industry in the state and the nation. The core of this type of instruction, however, is the history and special problems of the individual union and its industrial jurisdiction, with emphasis on and frequent reference to the particular union's policies and political processes, grievance handling, and economic environment.

Typically, the courses would be sponsored by an individual local or international union, and conducted on union premises, ranging frequently from 6 to 10 weeks in duration, with a two-hour session once a week. Large locals may have courses specifically designed for themselves, while small locals may find it necessary to join with several others to sponsor a program. This may be done in some communities through the central labor council or by similar district, state, and area bodies as the circumstances may require. International unions might also organize courses to meet the needs of their unions in the state. In this connection it is particularly important to recognize that there are many small locals in outlying areas where it may not be feasible for central labor councils or similar bodies to assume the responsibility for developing programs. In such cases, the nucleus for organization might be provided through the Federation.

The planning of such courses and the selection of instructors are the joint responsibility of union representatives and University staff. Instructors may be drawn from both groups, but emphasis should be placed on developing instructors within the labor movement for courses at this level. When feasible and as necessary, trade union instructors might receive training at the University. (Indeed, whenever possible, the University should provide services to local organizations and union groups on how to develop their own labor education programs at this level.) Instructors also might be drawn from other qualified individuals in the community such as the professions, and from the state college and junior college faculties. In any event, the University should help faculty members plan and coordinate their offerings in order that the courses maintain a uniformly high quality.

Past and present offerings of instruction in this category of labor education have reflected considerable variation in demand on the part of labor organizations. Many offerings have been non-repetitive, and most of them have lacked continuity in the sequence in which they have been offered, indicating both the absence of sustained interest by labor organizations and the omission of a conceptual framework necessary to sustain such interest. Examples of programs sponsored through the Institute at Berkeley include shop stewards' conferences for government employees, a basic course in the elements of labor law and legislation, and a series of weekly classes covering the "main issues in America." At Los Angeles, a number of courses have been developed in the past and continued as the sponsoring union has desired. Among the sponsors have been the Upholsterers, Auto Workers, Steelworkers, Teachers, Communications Workers, and Machinists. Although there is reported evidence of some slackening in demand, as a matter of priority, it would be incorrect to assume that labor education at this level has run its course, and that because of past offerings and what may appear to be diminishing requests, there is no longer any need to emphasize this type of labor education. Indeed, the general apathy that has permeated some organizations at the "grass roots" constitutes prima facie evidence that the need for education at the membership and emerging leadership levels has increased rather than decreased. In fact, within the framework of an ongoing program--and to the extent that the labor movement and the University move jointly toward an expansion of labor education efforts--it may even be necessary to give a higher priority to education at this level of orientation than to some of the programs developed on an ad hoc basis in the past without reference to

the conceptual framework under consideration at this time. This, in turn, would depend upon the amount of resources made available through the University for an expanded labor education program.

Given the demonstrated need, the following represents a desirable sequence of courses that might be developed and offered as part of an expanded labor education effort at the first level of program orientation, with provisions for desired flexibility to meet specific needs:

#### 1. Grievance Procedure and Contract Administration

This bread and butter course would go step by step through the grievance procedure. It would define what a grievance is under the contract and also discuss how an officer or steward can help a member who has a non-contractual problem. Through role-playing and other techniques, class participants would acquire skills in interviewing grievants, investigating and writing up grievances, and presenting them to lower levels of management. Even though stewards and part-time officers are not likely to present cases to arbitration themselves, the course would discuss the essentials of the arbitration procedure and the types of investigation required to help business agents or international representatives present cases to arbitration. Mock arbitrations could be presented in some classes.

For obvious reasons, classes in grievance procedures are likely to be most successful when "tailor-made" for a given local or for a set of locals from one international or industry. Such classes could devote particular attention to the special problems faced in that industry--perhaps incentives, seniority, or fringe benefit calculation. However, when special classes of this nature are not feasible, they might be held on a community basis, taking advantage of the variety of student experience, by featuring discussion sessions which would permit members of one local to learn from the successes (and failures) of others.

#### 2. Background Training for Emerging Leadership

This course, or series of courses, might be offered separately or following the conclusion of the course on grievance procedure. It would deal with subjects such as: (a) explaining the union to the new member or the non-member; (b) committee work involving both leadership and participation; (c) parliamentary law to explain how meetings are conducted; (d) public speaking; and (e) the elements of psychology of leadership. This could be expanded or divided into several courses as the demand is developed.

#### 3. Union Problems of Today

This course would be designed to give rank and file members and the emerging union officers background concerning the environment within which their union operates. Its over-all purpose would be to equip these members to be better citizens as well as better

union members and to help them understand some of the problems faced by the labor movement and our free society generally. It might start with a discussion of union history and traditions, in order to give the students appreciation of the approaches to these problems which unions have adopted in the past. It could then examine current problems such as unemployment, automation, civil rights, medical care for the aged, labor legislation, and trends in union membership.

#### 4. Programs of the Labor Movement

The content of this course might be embraced in the course of "union problems of today," or it might be given separately to emphasize the programs advocated by the labor movement as solutions to the major problems confronting working people. The course would cover both collective bargaining and legislative programs, analyzing the manner in which legislative activities and related political action supplement collective bargaining approaches.

#### 5. Liberal Arts

A logical culmination of the above courses would be the development of programs in the liberal arts specially designed to appeal to union members. However, given the varying levels of education and interest of members, a well developed liberal arts course could be offered at any stage. Based on the experience of the liberal arts for labor programs at UCLA, this course offers many possibilities if a high quality of instruction is maintained and effectively related to the experience of adults.

Although it may be unrealistic to expect a substantial number of union members to complete the entire sequence of courses, it would nevertheless be desirable to offer them in sequence whenever feasible. An appropriate certificate might be devised to encourage sustained interest on the part of individual union members and promote continuity.

#### Training in Union Administration and Environment for Emerging and Existing Leadership

The participants who would benefit from this type of training would include business agents, officers of local unions, central labor councils and similar bodies at various levels, international representatives, and members stimulated by previous instruction to seek further study. The courses are typically problem-oriented, and their purpose is to offer more intensive study of subjects covered by primary courses, while raising new subjects that bear on the effectiveness of the labor movement.

Present and past offerings include special leadership conferences conducted by the Berkeley and Los Angeles Institutes for various labor units on a statewide, regional, or local basis, as well as special subject conferences on social insurance programs, health and welfare and pension plans, labor law, problems of older workers, international affairs, etc. These

programs are usually conducted at conference centers and on University and hotel-type premises. While some are sponsored in cooperation with large local organizations, others are co-sponsored at the council level or through international organizations for leadership training of representatives in California. Programs in this category of instruction have been characterized by considerable diversity based on the demand generated through various organizations with widely divergent levels of educational achievement. While this would necessarily continue under an expanded labor education program, it is desirable to provide for more continuity in programing along with the necessary flexibility.

The possibilities for expansion of labor education programs in this category are almost limitless since they involve the education of present leadership in all areas of community interest of the labor movement. It is desirable, therefore, to think of labor education programs at this middle level as primarily "problem-oriented." The emphasis should be on increasing the effectiveness of the labor movement by helping the leadership to become better informed on issues of importance to the welfare of working people that extend beyond immediate bread and butter issues and affect the welfare of the community as a whole. Emphasis should also be placed on the better utilization of community and government resources to enhance the conditions of life and labor of working men and women and indeed of all citizens, both within the metropolitan complex and also outside the urban centers.

The relationship of programs at this middle level to those at both the lower and higher levels is particularly important. On the one hand, the quality and effectiveness of labor activities in the community at large are dependent on the degree of knowledgeability and interest prevailing among the membership and emerging leadership. On the other hand, the labor programs themselves should undergo consistent evaluation in an atmosphere removed from the daily decision-making process.

The establishment of better liaison with the labor movement also offers unique opportunities to combine labor education and research at all levels of activity. Thus, for example, the related issues of "Hours of Work" and "Uses of Leisure Time" might be subjects of research and course work which would touch all three levels discussed in this memorandum.

There are numerous programs that might be projected here as a basis for substantially expanding the University's labor education programs. The problems of job displacement by automation as they relate to the maintenance of full employment have moved to the center of attention. Rapid advancements in productivity have increased interest in reducing the hours of work. There is the need to know more than is presently known concerning the organizational needs of white collar unions. There is a need also to examine the human use of time. "Industrial sabbaticals," "day release" programs, extended vacations, and human relations committees are part of the new labor vocabulary. The entire community, led by labor representatives, is pressing for the need to give greater consideration to the unemployed and to the "economically submerged fourth."

These foregoing are examples of present and future areas of interest and activity that could be embodied in expanded labor education programs

either at the middle or the top level of orientation. Other possibilities for expansion include the following:

1. Industrial Relations Conferences for Outlying Areas

As a first step toward correcting some of the past omissions of services to central labor bodies and local unions in distant parts of the state, industrial relations conferences heretofore confined largely to major metropolitan areas might well be conducted in outlying population centers. Such conferences would emphasize local as well as statewide and national issues in industrial relations and collective bargaining. Discussions would be initiated with local officers in accordance with the consultation procedures established in this memorandum, to survey needs and desires in order to enlist the local planning and support needed for the success of these conferences.

2. Cooperative Program for Labor and Local Government

This could include a series of seminar meetings on metropolitan government, rapid transit, public education and health, housing, and related issues under joint Labor-University auspices. These would utilize the specialized research programs being conducted by various units of the University. For example, the Institute of Governmental Affairs at Berkeley has produced a series of studies on the metropolitan Bay Area which would provide basic materials for reading and discussion. Such a program would also represent a fruitful combination of labor education and research in pursuit of a high and common interest. However, this should not be restricted to the Bay Area. There are sufficient materials available to plan an effective statewide program, in cooperation with the Federation and other labor groups.

3. Long-Term Non-Residential Study Institutes

These institutes would lead to some form of certification. Their purpose would be to offer a two-year non-residential course for union officers that would develop their acquaintance with the skills of leadership, the major social issues of the day, and the frontiers of knowledge in the arts and sciences. Particular emphasis might be placed on problems of our expanding population, housing and transportation, minority and intergroup relations, economic trends and the business outlook, the local impact of technological change, public education, law enforcement, social security and dependency, metropolitan planning and land use, water resources, fiscal policy, cultural activities, the mass media, the arts, and the current and prospective governmental structures of the geographical regions involved. Here again, the course would place heavy reliance on university research. Labor leaders enrolled in the full two-year course would meet once a week during academic sessions, and the curriculum might be divided into four principal divisions such as the following:

- (a) The Trade Unionist and Labor Leadership. Instruction would be offered here in the primary skills of leadership, i.e., in the psychology of leadership, the theoretical skills, the reading skills and the writing skills. Students would attend weekly evening sessions of two and a half hours for 18 weeks each semester. Each of the sessions would begin with an hour's lecture on the psychology of leadership. The remainder of each period would be devoted to reading and writing skills. Supplementary or advanced courses could be made available for interested students. Supplementary materials would be provided during this and following semesters on trade union history and problems, as well as primary materials on the subject at hand.
- (b) The Trade Unionist and the Metropolis. The purpose here would be to provide an introduction to the problems of urban civilization and metropolitan government, with detailed and contemporary reference to the area involved, together with added instruction on national and international problems of interest to the union leader. Metropolitan problems to be discussed have already been mentioned. National and international issues include federal-state relations, the distribution and exercise of the state and federal powers, the relations between the United States and international organizations, defense, disarmament, and international trade.
- (c) The Trade Unionist and the Sciences. This course would be divided between the natural and the social sciences. The emphasis throughout would be on the social importance of new discoveries, dominant principles, and long-term trends. Its approach would be similar to that used in the 1955 Institute series on atomic energy for officers and members of local 159 of the Plumbers Union, in which over 250 members participated. Thus the discussions would center, for example, on the industrial impact of chemical discoveries, the relationships between physical science and the development of nuclear power and space technology, the concern of the psychological and social sciences with the twin problems of adjustment and creativity in urban living, the idea of social justice in economic and political thought, and the contribution of the social sciences to the institutions of the developing countries.
- (d) The Trade Unionist and the New Society. The purpose here would be to bring to bear the materials of the three preceding semesters on a discussion of major policy issues affecting the labor movement. Among the issues to be discussed are the relationship of trade union policy and the public interest, the development of public policy towards trade unionism and collective bargaining, the policy and institutional aspects of trade union participation in political and community affairs, the role of organized labor in international political and economic development, and the implications of all such matters for labor education.

The above examples also offer suggestions for any combination of seminars and conferences as well as short-term courses that might be developed



to better inform union leaders and enable them to function more effectively in their working environment. The action orientation that would be given these programs, as discussed earlier, would enable them to utilize more fully the resources of the community in meeting problems of working people.

#### Professional and Academic Training for Leadership and Staff Officials

The orientation at this level of training requires a substantial commitment on the part of the participants from both the labor movement and the University. Its primary purpose is to bring to the immediate advantage of the labor movement the most specialized knowledge and finest talents available through training intended for full-time, career union officials, or part-time and staff officials of senior status. These individuals have typically participated in less advanced training programs at all levels, have often acted as instructors in such programs, and seek to improve their skills both as union leaders and teachers of union members.

There are a number of past and present offerings at this level at the Berkeley and Los Angeles Campuses. The Industrial Relations Certificate Programs at both campuses have enjoyed perhaps the longest period of operation. Participation, however, is not confined to union clientele, and the experience indicates that fewer trade unionists take advantage of the program than their counterparts from management. A more recent innovation is the liberal arts program operating in Los Angeles and which also cuts across all categories. It is oriented exclusively toward labor needs and also leads to a certificate. The program consists of regular weekly classes in the liberal arts extending over a substantial period of time. All of these certificate programs, developed in cooperation with the Institutes, are offered through University Extension.

In Los Angeles, one of the most effective labor education programs developed during the postwar decade was one for Health Plan Consultants, jointly organized by the Institute and local labor bodies. This was also one of the first research-action programs. It was designed to provide information needed by union officials concerned with developing and improving the quality of health resources available to working people. A majority of the leading plan administrators of union health programs in the Los Angeles area participated in this project.

Other Los Angeles efforts in this category of training have included the following: seminars for trust officers of union pension programs; a seminar on prepaid vision care cost analysis; seminars on various economic problems; and a conference on the cost of prepaid prescription drugs.

On the Berkeley Campus, a 10-week residential training institute was presented in 1961 as an experimental program in cooperation with the National Institute of Labor Education (NILE). Designed to demonstrate what can be accomplished in educating union officials in fields broader than the traditional "bread-and-butter" subjects, the Berkeley NILE Institute was one of three such experimental programs conducted at designated campuses in close cooperation with the National AFL-CIO. It should be noted that the residential

program conducted at Berkeley achieved considerable success, but that the following year, despite intensive recruiting efforts, it was not possible to obtain enough qualified participants to hold a second NILE Institute on the Berkeley Campus. In the second year only one residential training institute was held, and it was at a location outside of the state. This would appear to demonstrate the difficulty of establishing continuity in major programs without a substantial commitment on the part of the labor movement as well as the University.\*

A series of "labor and the free society" conferences, now in their seventh year, has been presented through the Berkeley Institute. Similar conferences have been offered through the Institute at Los Angeles. Typically, they are conducted on a weekend basis, and have brought together full-time union officials and leading faculty members in a series of seminars designed to concentrate attention at the most sophisticated level possible on the broader issues in which organized labor has an interest. In general, however, they have been limited in geographical participation without a planned, progressive curriculum. The successes achieved indicate that the free society series could be effectively expanded to include (a) Seminars, with the same or comparable curriculum on each occasion, for groups of union officials in various geographical areas, and (b) Seminars involving a curriculum of increasing complexity and sophistication from session to session, with a constant group of participants from the labor movement. The latter format suggests possibilities for the intensive study and analysis, for example, of problems involving technological advancements and the displacement of workers, utilization of the nation's expanding labor force, and similar matters.

At the union staff level, another example of the seminar approach is the Trade Union Seminar on Economic Policy, initiated in the fall of 1963 on the Berkeley Campus. This has involved some 20 union staff persons who meet monthly with prominent specialists to discuss in considerable detail various economic issues that are of vital importance to the nation or the state, and the functioning of the labor movement. The success of this experiment also indicates that this type of seminar might be conducted in other subject matter areas, embracing initially, perhaps, (1) a seminar in economic and social security, and (2) a seminar in labor and politics. The same format as in the Trade Union Seminar on Economic Policy could be

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\* The NILE experimental program drew faculty members from the labor relations schools of cooperating universities to conduct intensive courses in such subjects as the Central Economic Problems of the Times, American Government and Politics, Man and Society, and the American Labor Movement. Special seminars were held on specific union problems, such as automation, white collar organizing, labor law, civil rights, education, and international trade. Tuition was free, and NILE covered about half the cost of room and board, but the remaining amount had to be supplied either by the participant or his union. Given the 10-week duration period, the major problem incurred was difficulty of securing "release time" for qualified participants.

followed: joint leadership of a University faculty member and a trade union specialist; participation limited to 20-30 interested individuals whose work and interest bring them into close contact with the problems under consideration. It should be emphasized again, however, that this seminar approach can have only limited success in handling complex problems under a necessarily progressive curriculum unless the group of labor participants is fairly constant.

Along similar lines, seminars could be developed to meet the needs of executive bodies of councils and federations at any given level of the trade union structure. The subject matter could extend to any of the areas wherein policy discretion is exercised by officers. In this regard, one of the most recent developments in labor education has been the institution of educational programs involving University representatives and senior officials at a high level. One such program has recently been successfully conducted through the cooperation of the Brookings Institution, Michigan State University, and the National AFL-CIO. Sessions ranged from three days to a week in length and topics discussed were economic growth, urbanization, and the future of U. S. democracy. At the present time, this program is open only to international presidents and secretary-treasurers. A program for California might start with regular or occasional discussions between selected faculty representatives and the Executive Council of the California Labor Federation.

In addition to the seminar-conference approach at this third level of labor education, further consideration should be given to the desirability of establishing on a permanent basis an annual residence training program for trade union officials in California, drawing from the experience of the NILE experimental program referred to above. Its launching could be on the following basis: A course of studies lasting 8 weeks might be provided on an annual basis in the summer so that University living facilities could be used. Participants would number from 20 to 25 individuals selected from nominees of various labor organizations, the main criterion being the potential ability of the participant to profit from the training. The course of study would be on a high academic level, using wherever possible regular members of the University faculty. Participants would be expected to devote full time to study throughout the course. The precise subjects to be taught would have to be considered carefully, and might include: the elements of economics, the history of the labor movement, American political and governmental institutions, new collective bargaining policies and practices, labor law, contemporary sociology and psychology, and both the political and economic aspects of international affairs. In addition to such regular course work, provision might be made for individual lectures by outstanding scholars drawn from both the physical and social sciences on those aspects of recent developments in their respective fields which might be of interest to labor officials. Special tutorial work to improve rapid reading and writing skills could also be given to those in need of it.

Obviously, such a residential training program would be relatively expensive, thus requiring careful consideration of the financial details. In order to be successful it would probably be necessary for the participant's union to offset any salary loss and help with living costs while attending the residential training program. The University's contribution,

on the other hand, might logically include classroom space, compensation for the faculty, and the provision of organization services.

As indicated earlier, the areas suggested for possible expansion are considered illustrative rather than definitive. In expanding labor education efforts at this highest level of orientation, however, it is especially important to recognize that the educational experience must be a mutually rewarding one for both the labor and University participants. The subject matter is likely to embrace many of the socio-economic issues of great moment that relate to the fundamental goals of the labor movement and the nation. Many of these issues, furthermore, may be the subject of immediate consideration on the legislative scene as well as at the collective bargaining table. Under these circumstances, the courses developed should provide an educational climate for the free discussion of issues and problems, but without direct involvement in the decision-making processes that may be working at the time.

Ideally, the educational climate for the trade unionist should be conducive to the evaluation of labor goals and policies by gaining a better understanding of the issues and problems confronting the labor movement. Likewise, in the case of the University participants there should be equal opportunity for growth to the extent that current University thinking on problems besetting the labor movement would be put to the test of trade union practicality. It is conceivable that out of these educational experiences some significant steps might be taken toward breaking down barriers that too often separate the trade union leader and the intellectual on issues that are fundamental to the functioning and survival of our free society.

In a very real sense, this potential for mutual benefit cuts across all the training programs reviewed in this memorandum as providing guidelines for expansion of the University's labor programs. The end product would be the strengthening of the free society within which both the University and the labor movement are essential institutions.

Finally, in this connection, it is recognized that the quality of industrial relations education in the public schools below the college level might be substantially improved by more effective use of University resources. The problem in California is not so much that the subject matter of industrial relations is treated in a biased or prejudiced manner in the high school curriculum as that it is largely ignored. This reflects the lack of knowledge of modern industrial relations and collective bargaining on the part of social studies teachers in the high schools. To be sure, teachers with anti-union attitudes are found in the secondary school system, but the more typical problem seems to be the lack of information.

The experience suggests that substantial progress can be made toward more satisfactory treatment of industrial relations in high schools' curricula through a well organized program of workshops, conferences, and seminars for social studies teachers. A promising start in this direction was made several years ago, but the follow-through has been far less than satisfactory. It is agreed that this effort should be revived, expanded, and made an important and continuing part of the community service programs of the Institutes. These programs should include as a minimum: (a) workshops, seminars, and

conferences for teachers, (b) encouraging teachers to invite labor and management representatives to address their classes, and (c) suggesting and preparing appropriate materials on industrial relations for use in high school courses. While some of the existing popular pamphlets published by the Institutes are useful in this connection, there is also a need for one or more pamphlets designed especially for high school students.

## APPENDIX A

Research ProjectsI. Research by Berkeley Faculty and Other Senior Staff1. Unemployment and Related Manpower Issues

The following projects in this area have been undertaken with the support of the over-all project, Unemployment and the American Economy, which has just completed its second year under a four-year grant from the Ford Foundation. This project is co-directed by Professors Arthur M. Ross and R. A. Gordon.

- (1) R. A. Gordon, Employment Goals for the U. S.
- (2) Arthur M. Ross, The Dialogue Between Business and Government.
- (3) Joseph W. Garbarino, Wage Policy, Inflation, and Full Employment.
- (4) Sara Behman, An Analysis of the Relationship Between Quit Rates and Wage Changes. (This is a Ph.D. thesis, one section of which has already been accepted for publication in the Review of Economic Studies.)
- (5) Pauline Fong, A Study of the Relationship Between Changes in Unemployment Rates and Wage Rates on a Disaggregated Basis, a Ph.D. thesis.
- (6) David Matza, Youth and Unemployment.
- (7) Sue Van Atta, Some Historical Aspects of Structural Unemployment, a Ph.D. thesis.
- (8) Trevor Bain, Union Work Rules and Technological Unemployment in the Flat Glass Industry, a Ph.D. thesis.
- (9) Mahmood Zaidi, A Study of Wage Determination in Canadian Manufacturing Industries: Unemployment and the Wage Rate, a Ph.D. thesis.
- (10) Negroes and Jobs, to be edited by Arthur M. Ross, with the assistance of Herbert Hill. A volume of contributed papers.
- (11) Unemployment and the American Economy, edited by Arthur M. Ross. (Wiley: 1964). A volume of papers presented at the first of four annual conferences, held in Berkeley in April 1963.

- (12) Employment Policy and the Labor Market, edited by Arthur M. Ross.  
A volume incorporating the papers presented at the second annual conference of the Ford project, held at Boulder, Colorado, June 15-19, 1964.

## 2. Labor Market Analysis and Manpower Training

The first 6 of the following studies are also included in the unemployment project.

- (1) Margaret S. Gordon, Retraining and Labor Market Adjustment in Western Europe.
- (2) Margaret S. Gordon, Social Security and Human Resources.
- (3) Ida R. Hoos, Training and Retraining Programs: Analysis and Appraisal.
- (4) Paul Jacobs, The Displaced Worker: The Impact of Unemployment on the Unemployed and Their Families.
- (5) George Strauss, A Critical Analysis of Apprenticeship Programs.
- (6) Guenter Wittich, Policies to Combat Postwar Unemployment in West Germany, a Ph.D. thesis.
- (7) Louis E. Davis, E.R.F.W. Crossman, and Lloyd Ulman, Pilot Study of Evolving Jobs and Skills and Implications for Training and Education. A study of the influences of changing levels of technology on skill levels, labor costs, forms of compensation, and industrial relations. This project will be carried out under contract with the Office of Manpower, Automation, and Training, U. S. Department of Labor, and will consist primarily of a number of case studies in selected industrial establishments. It will involve joint research by teams of industrial engineers and economists.
- (8) Walter Galenson and Graham Pyatt, Quality of Labor and Its Impact on Economic Development: A Preliminary Study (a study undertaken for the International Labour Office).
- (9) Philip Selznick, Job Rights and Due Process.
- (10) Clark Kerr, The Economics and Politics of the Labor Market. This is a second volume of essays, prepared with the assistance of Marjorie Galenson. The first volume, Labor and Management in Industrial Society, was published by Doubleday-Anchor Press in 1964.
- (11) Lloyd Ulman, Labor Mobility and the Industrial Wage Structure in the Postwar United States, to be published in the Quarterly Journal of Economics, February 1965.

- (12) Changes in Wage Differentials and Labor Mobility. A 9-country comparative study by an OECD Group, of which Ulman is the U. S. Member, to be submitted to the Working Party on Costs of Production and Prices, Economic Policy Committee, in November 1964.

### 3. Labor Movements, Social Groups, and Industrialization

- (1) Earl F. Cheit, Social and Political Environment of Business. A two-year study supported by a Ford Foundation grant. The Business Establishment, a volume edited and contributed to by Cheit, is based on this study and was published by Wiley in 1964.
- (2) Mason Haire, Edwin E. Ghiselli, and Lyman W. Porter, Cultural Patterns in the Role of the Executive. This study has been conducted under a grant from the Ford Foundation and includes work by Haire on executive compensation. In addition, Porter has published a number of articles concerned with attitudes of American managers based on analysis of the U. S. sample in a cross-national study.
- (3) Raymond E. Miles, Conflicts and Consistencies in Managerial Ideologies. Miles is also undertaking a study of the bases for decisions concerning the locus of decision-making in trade union governments.
- (4) Robert E. L. Knight, Industrial Relations in the San Francisco Bay Area, Volume 2. This work, covering the period from 1918 to 1941, is nearing completion.
- (5) Arthur M. Ross, research on professional associations.
- (6) Arthur M. Ross, research on industrial relations in Japan.
- (7) John Simons, A Study of Prepaid Dental Plans (a Ph.D. thesis).
- (8) Harold L. Wilensky, Labor and Leisure in the American Community. A study based on survey data collected in the Detroit area while Wilensky was at the University of Michigan.

The research projects being undertaken under the auspices of the Research and Training Group in Comparative Developmental Studies, now in its third year, have resulted in the following volumes which are in varying stages of completion:

David Apter, The Politics of Modernization, in press.

Reinhard Bendix (currently on leave to serve as Visiting Professor at the Free University of Berlin), Nation-Building and Citizenship, published by Wiley in 1964.

Walter Galenson, Social Legislation and Problems of Development.



Harvey Leibenstein, Studies in the Theory of Economic Development.

Seymour M. Lipset, The First New Nation, published by Basic Books in 1963.

David Mandelbaum, Phases of Contemporary India.

Henry Rosovsky (in collaboration with Professor Okahwa of Tokyo University), Japanese Economic Development.

Neil Smelser, Movements in Underdeveloped Countries.

The Group as a whole has been conducting the following activities: (a) holding regular bi-monthly seminar meetings at which members have presented papers; (b) administering a program of grants-in-aid to advanced graduate students preparing doctoral dissertations on problems of social and economic development; (c) preparing a volume tentatively entitled Theory and Research in Comparative Development, on which members of the Group are collaborating; (d) conducting the individual research projects described above.

## II. Research by Visiting Faculty and Other Scholars

### 1. Unemployment and Related Manpower Issues

The following projects have been undertaken with the support of the Ford Foundation Unemployment grant:

- (1) William G. Bowen (Princeton University), Underemployment in the U. S. Economy: Concepts, Measures, and Some Causes.
- (2) Myron L. Joseph (Carnegie Institute of Technology), The Hours of Work Issue.
- (3) Stanley Lebergott (Wesleyan College), Employment by Function.
- (4) Richard G. Lipsey (University of Essex), Structural Transformation Versus Deficient-Aggregate-Demand Theories of Unemployment.
- (5) Melvin Lurie and Elton Rayack (University of Rhode Island), The Negro Worker in the Middletown Labor Market.
- (6) David C. Smith (Queen's University), Postwar Relationships Between Unemployment and Growth in Canada.

## 2. Labor Market Analysis

- (1) Robert L. Aronson (Cornell University), a pilot investigation of the mobility of white-collar workers.
- (2) Richard A. Lester (Princeton University), National Manpower Planning in a Free Society, a study under the Ford Unemployment project.
- (3) Thomas Mayer (University of California at Davis), a study of working class consumer behavior, one of the objects of which is to examine the empirical relevance of the Friedman permanent income hypothesis.
- (4) Martin P. Oettinger (University of California at Davis), Old and New Uses of the Unemployment Compensation Concept in a Program of Labor Market Adjustment, a study under the Ford Unemployment project.

## 3. Labor Movements, Social Groups, and Industrialization

- (1) Melvin K. Bers (University of Denver), a study of government employee strikes and public policy, which was begun under a two-year appointment as a member of the Institute's research staff from 1961 to 1963.
- (2) Harold L. Levinson (University of Michigan), a study of Inter-industry Bargaining Patterns on the West Coast, 1946-1960, which was conducted while he was a visiting member of the Institute's research staff several years ago.
- (3) Ray Marshall (University of Texas), The Negro and Organized Labor (to be published by Wiley). This book, written by a Berkeley Ph.D., will become recognized as the definitive study in this extremely important area.

## APPENDIX B

Publications, March 1962 to Date

## PUBLICATIONS ISSUED

## Books:

Labor in Developing Economies, edited by Walter Galenson (Berkeley and Los Angeles: University of California Press, 1962). \$6.

Organization Theory in Industrial Practice, edited by Mason Haire (New York: John Wiley & Sons, Inc., 1962). \$5.75.

Aging and Personality: A Study of Eighty-Seven Older Men, by Suzanne Reichard, Florine Livson, and Paul G. Petersen (New York: John Wiley & Sons, Inc., 1962). \$7.95.

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## Proceedings of Conferences:

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- No. 183. "Bargaining Strategy and the Form of Contracts," by Joseph W. Garbarino. Reprinted from Industrial Relations (1962).
- No. 184. "Work Injuries and Recovery," by Earl F. Cheit, and "Medical Expenses and Choice of Plans," by Burton Wolfman. Reprinted from Monthly Labor Review (1961).
- No. 185. "Michels' Theory of Political Parties," by Seymour Martin Lipset. Reprinted from Political Parties (1962).
- No. 186. "The Law and Trade Union Democracy," by Seymour Martin Lipset. Reprinted from Virginia Law Review (1962).
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- No. 200. "Cultural Patterns in the Role of the Manager," by Mason Haire, Edwin E. Ghiselli, and Lyman W. Porter. Reprinted from Industrial Relations (1963).
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- "The Biography of a Research Project: Union Democracy," by Seymour Martin Lipset. To be reprinted from Sociologists at Work.



- "Labor Mobility and the Industrial Wage Structure in the Postwar United States," by Lloyd Ulman. To be reprinted from the Quarterly Journal of Economics.
- "The Comparative Experience with Retraining Programs in Western Europe and the United States," by Margaret S. Gordon. To be reprinted from a volume of papers presented at the Conference on Automation and Employment, Institute of International Labor Studies, Geneva, July 1964.
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- "Nation-wide Job Evaluation in the Netherlands," by Martin P. Oettinger. To be reprinted from Industrial Relations.
- "Labor Courses: The Need for Radical Reconstruction," by Arthur M. Ross. To be reprinted from Industrial Relations.
- "U. S. Manpower and Employment Policy: A Review Essay," by Margaret S. Gordon. To be reprinted from the Monthly Labor Review.
- "Hoffa's Impact on Teamster Wages," by Ralph and Estelle James. To be reprinted from Industrial Relations.
- "Conflicting Elements in Managerial Ideologies," by Raymond E. Miles. To be reprinted from Industrial Relations.
- "The Political Behavior of University Students in Developing Nations," by Seymour M. Lipset. To be reprinted from Minerva.

## APPENDIX C

Community Services Programs - 1962-1964I. Public and Labor-Management ProgramsThe Annual Industrial Relations Conference

The theme of the Institute's annual one-day Industrial Relations Conference in 1963 was "The Public Interest in Labor Relations." Assisting in this attempt to clarify the responsibilities of employers, unions, and government in the handling of industrial relations problems were David L. Cole, a member of the President's Advisory Committee on Labor-Management Policy; Jack T. Conway, Executive Assistant to the President of the Industrial Union Department, AFL-CIO; J. Paul St. Sure, President of the Pacific Maritime Association; Paul Hall, President of the Seafarers International Union, AFL-CIO; William G. Caples, Vice President of Inland Steel Company; J. Keith Mann, Professor of Law, Stanford University; Harry Polland, San Francisco labor economist; Herbert Messer, Kaiser Industries; and Arthur M. Ross, then Director of the Institute.

The 1964 annual Industrial Relations Conference, on the subject of "Unemployment and Collective Bargaining," was held at the St. Francis Hotel in San Francisco on May 27. A morning panel with Robert A. Gordon as chairman discussed "Unemployment: Diagnosis and Policies." Other panelists were Charles C. Killingsworth, Professor of Economics, Michigan State University, and John P. Lewis, Member, President's Council of Economic Advisers. The luncheon address, titled "Labor Peace: How to Succeed by Really Trying," was given by William E. Simkin, Director, Federal Mediation and Conciliation Service. The afternoon session was devoted to a panel discussion on "Experiments in Creative Collective Bargaining" with John T. Dunlop, Professor of Economics, Harvard University; Cass Alvin, Acting Director, District 38, United Steelworkers of America; J. Warren Shaver, Vice President, Labor Relations, United States Steel Corporation; Harry Bridges, President, International Longshoremen's and Warehousemen's Union; and J. Paul St. Sure, Pacific Maritime Association. George W. Taylor, Harnwell Professor of Industry, University of Pennsylvania, addressed his banquet remarks to "Restraint in the Public Interest?".

Certificate Program in Industrial Relations

This program, offered by University Extension in cooperation with the Institute, is intended primarily for persons who are active in labor relations or personnel administration and for those who wish to prepare themselves for work in these fields. Courses are designed to meet the needs of those interested in either the management or trade union aspects of industrial relations. While building a better understanding of labor-management relations in general, the Certificate Program also gives the student an opportunity to investigate some of the practical and specialized areas within this field.

### Industrial Relations Alumni Association

Responsibility for assisting in program planning for the Industrial Relations Alumni Association was resumed by the Institute in 1963 at the request of the Association. The IRAA, comprised of students who have completed four or more courses toward the Certificate in Industrial Relations, holds monthly dinner meetings to discuss labor-management problems and issues. Recent speakers have included Raymond E. Miles, School of Business Administration at Berkeley, on "Research Report on Managerial Attitudes Toward Management Theories and Policies"; Edmund E. Edelman, Special Assistant to the General Counsel, NLRB, on "The Legislative Process and the National Labor Relations Board--Recent Developments"; and John Kinnick, President, Office Employees' International Union, Local 29, on "Unionization of the Office Employee." Lloyd Ulman, Director of the Institute, addressed the group's final meeting for the year and presented Certificates to those who had recently completed the program.

### Protecting the Emotionally Disabled Worker

This one-day conference to discuss new methods for the protection on the job of emotionally disabled workers was jointly sponsored by the Institute, the San Francisco Association for Mental Health, and University Extension and was held June 11, 1963 at University Extension Center, San Francisco. Sixty-three union officials, and representatives of interested public and community agencies attended. The conference grew out of a suggestion by the Seafarers International Union that greater cooperation between unions and public and community agencies was necessary if emotionally disabled workers were to receive better protection against economic hardship and unnecessary institutionalization. Labor representatives involved in planning the conference were William Clarke of the SIU and David Selvin of the San Francisco Labor Council. Speakers and topics at the conference included Dr. Philip Wagner of Local 770, Retail Clerks International Association, on "Labor Looks at Mental Health"; Mae Williams of Bechtel Corporation on "Management Looks at Mental Health"; Mary Margaret Casey of the San Francisco Association for Mental Health on "The Community and Mental Health"; John A. Turner of the Menninger Foundation, Nicholas Cummings of the San Francisco Psychological Association, Anne Baeck of the San Francisco Association for Mental Health, and Ted Ellsworth of the Institute of Industrial Relations at UCLA participated in a panel discussion on "What Should We Do About Mental Health?"

### Employment of Older People

The Institute participated in the planning and presentation of an "East Bay Workshop on Employment of Older People" sponsored by the Industrial Development Commission of the City of Oakland in cooperation with the California Department of Employment and the California Citizens' Advisory Committee on Aging. The workshop was held on May 21, 1964 at Dunsmuir House in Oakland. Charles E. Odell, Director of the Older and Retired Workers Department of the UAW, addressed the conference on "A Model for Action on All Fronts to Improve and Expand Employment Opportunities for Older People." A panel session on how "To Improve and Expand Employment Opportunities in the East Bay for Older People" was addressed by William D. Bechill, Executive Secretary of the California Citizens' Advisory Committee on Aging; Edwin D. Bell, Employee

Relations Advisor, Permanente Services, Inc.; Norman E. Amundson, Assistant Secretary, Central Labor Council of Alameda County; Emily H. Huntington, Professor Emeritus of Economics, Berkeley; and Jack London, Professor of Education, Berkeley. Curtis B. Gallenbeck, Marketing Manager, School Systems, Inland Steel Products Company, addressed the conference on "The Basic Conditions, Structures, and Services Needed to Assure Employment Opportunities for Older People." Discussion groups reconvened on this topic during the afternoon. Margaret Gordon, Associate Director of the Institute of Industrial Relations at Berkeley, addressed the closing session of the conference. About 100 people were in attendance.

#### Seminar on Research Needs in Consumer Economics

On September 9-12, 1964, the Office of Consumer Counsel, State of California, the Institute, and University Extension co-sponsored a Seminar on Research Needs in Consumer Economics, which was an invitational meeting of research and policy experts from throughout the United States. The purpose of the Seminar was to appraise the adequacy of current research and data collection programs in the field of consumer economics and to stimulate interest in such research. Participating in the session on Consumer Expenditure Patterns were M. I. Gershenson, Chief, Division of Labor Statistics and Research, California Department of Industrial Relations; Margaret G. Reid, Professor of Economics, Emeritus, University of Chicago; Arnold Chase, U. S. Bureau of Labor Statistics; James M. Carman, Professor of Business Administration, University of California, Berkeley; and Gordon E. Bivens, Director, Center for Consumer Affairs, University of Wisconsin. The session on Consumer Credit and Finance included E. T. Grether, Professor of Business Administration, Berkeley; Charles Neal, economist; George Brunn, attorney and Secretary, California Association of Consumers; and Milton J. Huber, Professor, University of Wisconsin. Consumer Housing Choices were discussed by Justin Herman, Executive Director, San Francisco Redevelopment Agency; Henry B. Schector, Housing and Home Finance Agency; Charles H. Andrews, Rossmore Corporation; and William L. C. Wheaton, Director, Institute of Urban and Regional Development, Berkeley. Paul Rand Dixon, Chairman of the Federal Trade Commission, spoke on The Role of the Consumer in the National Economy; and Margaret S. Gordon, Associate Director of the Institute made the Conference Evaluation. Also participating in the program were Colston Warne, Professor of Economics, Amherst College and President, Consumers Union; Helen Nelson, Consumer Counsel to Governor Edmund G. Brown; Edward B. Roessler, Associate Dean, University of California Extension; and Lloyd Ulman, Director, Institute of Industrial Relations.

## II. Management Programs

### A. Continuing Seminars

#### Personnel Administration Seminar

This monthly dinner seminar has been presented for a number of years, and is designed for individuals responsible for the direction of personnel in Bay Area industrial firms. Speakers and topics presented during the last two years have included: Joe Byers, School of Education, Berkeley, "Programmed Learning: Uses and Abuses"; Dale Yoder, Director, Division of Industrial Relations, Graduate School of Business Administration, Stanford University, "The Personnel Administrator"; Mrs. Nansi Corson, Student and Alumni Placement Center, Berkeley, "The Do's and Don'ts of College Recruiting"; Robert Guion, Visiting Professor of Psychology, Bowling Green State University, "Uses and Misuses of Psychological Testing"; and Robert Morton, Liquid Rocket Plant, Aerojet-General Corporation, "The Organizational Training Laboratory--A Problem Solving Approach to Management Development."

#### University-Industry Seminar

This invitational monthly dinner seminar was instituted in the fall of 1962 to replace the Management-University Seminar and the Labor and Economic Policy Seminar. Under the joint chairmanship of Arthur M. Ross and Mason Haire, the seminar is made up of representatives from industry, the University, and the legal profession. Speakers and topics have included: Arthur M. Ross, Professor of Industrial Relations, Berkeley, "Reflections on Japan and Implications for American Business"; Sidney Hoos, Professor of Agricultural Economics, Berkeley, "Strategy of Reconversion of the Labor Force in a Changing Economy"; Earl F. Cheit, Professor of Business Administration, Berkeley, "Facts and Fiction of U. S. Capitalism"; Mason Haire, Professor of Psychology, Berkeley, "Comparative Concepts in Managerial Strategy" and "Psychological Problems of Pay"; and a panel including Bernard E. Etcheverry, Kaiser Industries; Eliot Swan, Federal Reserve Bank of San Francisco; and R. A. Gordon, Professor of Economics, Berkeley, on "The Economic Outlook for 1963 and Implications for the Business Man." This seminar has been temporarily discontinued during 1964 but discussions are underway for reinstituting it in 1965.

### B. Special Programs and Courses

#### Patterns in Leadership

This conference was presented in cooperation with the California Alumni in Hospital Administration on April 6 and 7, 1962, with 20 enrolled. Keith Taylor, Professor of Hospital Administration, Department of Public

Health, served as banquet speaker. Other speakers and seminar leaders were: Joseph G. Phelan, Los Angeles State College; Marvin D. Dunnette, University of Minnesota; Bernard M. Bass, Louisiana State University; and Lyman W. Porter, Samuel G. Trull, and Donald G. Woodworth of the University of California.

#### Effective Management Planning, Control, and Evaluation

A one-day program conducted, in cooperation with the American Production and Inventory Control Society, was held at the Men's Faculty Club on May 19, 1962, and was conducted by Samuel G. Trull for 23 members of the American Production and Inventory Control Society.

#### Elements of Supervision and Leadership

A contract program for Hamilton Air Force Base was presented at that installation for seven consecutive weeks, starting on August 22, 1962. Dual leadership was provided by Lyman W. Porter and Samuel G. Trull. Twenty-five enrollees included military and non-military management personnel of the Hamilton Air Force Base.

#### Pacific Gas & Electric Company Program

Four two-day programs designed to provide training in Decision Making and Modern Management were held under a contract arrangement with the Pacific Gas & Electric Company, and were presented in January, February, April, and May, 1963, to four different groups of 25 people selected by the company. Instructors for the sessions included Mason Haire, Department of Psychology; and Jack Rogers, George Strauss, and Dow Votaw, School of Business Administration.

#### Bay Area Exempt Salary Survey Seminar

This one-day seminar was designed for participants in the Bay Area Exempt Salary Survey to consider and discuss results of this survey, which was conducted by the Institute of Industrial Relations in cooperation with the School of Business Administration and the California Metal Trades Association. Personnel from 25 participating firms attended the seminar held at the San Francisco Extension Center on May 16, 1963.

#### Human Factors in Managerial Leadership

This short course consisted of six weekly 5-1/2 hour sessions on the Berkeley campus, and was designed to provide fundamentals of sound management practices for those with supervisory responsibilities at intermediate levels of management. Instructors were Lyman W. Porter, Department of Psychology, and Samuel G. Trull, Engineering and Sciences Extension. Enrollment for this course was 24. It was held in the spring of 1963.

### Human Factors in Supervision and Leadership

This program was presented for 20 middle management personnel in the fall of 1963, with sessions on six successive Wednesdays from 4:30 to 9:30 p.m. in Palo Alto. Instructors were Samuel G. Trull and Donald G. Woodworth.

### Campus Personnel Supervisory Workshops Program

This workshop series was designed as a follow-up to the fall program in "Human Factors in Supervision and Leadership" for University of California personnel. Sixty University administrators and supervisors participated in six workshops dealing with "Organization and Leadership," "Problems of Communication Within the Organization," "Motivation and Job Satisfaction," "Handling Intra-Personnel Conflicts in the Work Situation," and "Personnel Selection and Evaluation." The final session was conducted as a summary session, with the panel composed of the individual session leaders. These workshop leaders were: Lyman W. Porter, Samuel G. Trull, Donald G. Woodworth of the University of California; John A. Turner, Industrial Psychiatrist of San Francisco; and Marvin D. Dunnette, Visiting Associate Professor of Psychology from the University of Minnesota.

### III. Labor Programs

#### A. Continuing Seminars

##### The Trade Union Seminar on Economic Policy

In suggesting guidelines for improved educational programs directed to the level of professional union staff, the Institute drew upon experience provided by a laboratory project. In the fall of 1963 a Trade Union Seminar on Economic Policy was instituted jointly by the Director of the Institute and the Research Director of the California Labor Federation, Mr. Donald Vial. The purpose of the seminar is to provide trade union research officers and other professional staff with the opportunity to explore important areas of economic policy, primarily at the national and state levels, with faculty members and other competent professionals in the areas involved. In 1963-64 the seminar consisted of 23 members. It met monthly on the campus, and the meetings averaged about four to five hours in duration. Attendance was very good and interest was high. The subjects discussed and the participating faculty members were as follows:

Wage Policy, Lloyd Ulman (November)  
 Balance of Payments: Impact on Domestic Policies, Tibor  
 Scitovsky (December)  
 Automation, Louis E. Davis (January)  
 Unemployment: Growth Problems, Hyman P. Minsky (February)  
 Review of the President's Economic Report: AFL-CIO Viewpoint,  
 Nathaniel Goldfinger (March)  
 Unemployment: Structural Changes, R. A. Gordon (April)  
 Economic Planning: The British Experience, Richard G. Lipsey (May)

##### San Francisco and East Bay Labor Seminars

This luncheon meeting series meets monthly on each side of the Bay. Among the subjects covered during 1963 were "Whatever Happened to Wage Policy?" by Joseph W. Garbarino; "The Future for Fringe Benefits," by Earl F. Cheit; "Labor and American Defense Policy," by Congressman Jeffery Cohelan; "Some Labor Policies of the Kennedy Administration," by Lloyd Ulman; and "The California Jurisdictional Strikes Act," by Duane Beeson and Robert Cowell, attorneys. A wide and representative group of union officers and business agents are invited to these informal meetings which discuss current issues of importance to the labor movement.



## B. Special Programs and Conferences

### United Steelworkers Summer School

On June 24-29, 1962, the Annual Steelworkers Institute was held on the Berkeley campus. Some 75 students and 46 instructors or staff members participated. The program included the following addresses: "Two Views of the Prospects for American Labor," by Arthur M. Ross, Director of the Institute of Industrial Relations and Helmut Golatz, Labor Program Director at Pennsylvania State University; "NATO and the Common Market," by Leslie Lipson, Professor of Political Science at Berkeley; "The Changing Role of Collective Bargaining," by Joseph W. Garbarino, Professor of Business Administration at Berkeley; "Foreign Trade and the Underdeveloped Countries," by Sidney Hoos, Professor of Agricultural Economics at Berkeley; "The Internal Administration of Local Unions," by Harry Polland, labor economist, San Francisco; "What the Local Union Officer Can Do," by Arthur Hellender, Assistant Secretary, Central Labor Council of Alameda County; "The Trade Unionist as a Consumer," by Mort Colodny, Assistant Education Director, Consumers Cooperative of Berkeley; "The Kennedy Trade Program," by Cornelius Visser, Professor of Economics at San Francisco State College; "Communications and Public Relations Problems of Local Unions," by Walter Gieber, Assistant Professor of Journalism at Berkeley; "Technological Change and Jobs," by Louis E. Davis, Professor of Industrial Engineering at Berkeley; "The Administration of Training Programs," by Merrill Anderson, Deputy Regional Director, U. S. Department of Labor in San Francisco; and "The Administration of Training Programs," by Donald Roney, Chief of Staff Service, Department of Employment, San Francisco. During the week four separate seminars were held each afternoon on collective bargaining, workmen's compensation, health and welfare plan negotiation and administration, and political action. Other ad hoc discussions took place in the evenings.

### Machinists Leadership School

On July 15-20, 1962, the annual IAM Leadership School was conducted on the Berkeley campus. About 30 shop stewards and 6 full-time officials participated. The program included five morning sessions conducted by various instructors on "Know Your IAM." Robert Rodden, Special Assistant to IAM President Albert J. Hayes, also conducted five morning sessions on legislative issues. Martin B. Trow, Professor of Education at Berkeley, conducted five afternoon sessions on "Man, Nature and Society." Ray Lewis of the Federal Mediation Service led five afternoon sessions on "Collective Bargaining Trends." Russell Allen, Director of Education of the Industrial Union Department of the AFL-CIO, conducted five afternoon sessions on "The Psychology of Leadership." Evening sessions were devoted to discussions, led by the Coordinator of Labor Programs and various IAM staff members, on international affairs, civil rights, and legislative issues.

### American Federation of Teachers Summer Institute

The annual summer institute for the AFT took place on the Berkeley campus between July 23-27, 1962. As in previous years, the curriculum

consisted of two one-unit courses for credit offered in cooperation with the School of Education and the Department of Political Science. The two courses were "Industrial Relations in Public Employment," and "Contemporary Issues in State Government." Instructors in the courses included Assemblyman George Brown of Monterey Park; Jay Doubleday, Assistant Professor of Political Science at Berkeley; Joel Hildebrand, Professor of Chemistry, Emeritus, at Berkeley; Jacob Abers, Chief, Inspection and Advisory Services, U. S. Civil Service Commission, San Francisco; O. A. Anderson, Industrial Relations Officer, U. S. Naval Air Station, Alameda; Melvin K. Bers, Associate Research Economist, Institute of Industrial Relations; R. P. Everett, Chief, Standards and Surveys Division, California State Personnel Board; Paul Ward, Legislative Secretary to Governor Edmund G. Brown. Among the topics discussed were "Issues in Public Personnel Administration," "Industrial Relations in Federal Employment," "Industrial Relations in State and Local Government," "The Grievance Process in Public Employment," "Budget-Making in State Government," "The Governor and the State Legislature," "The Lobbyist in State Politics," "Education and State Government," and "Public Administration and the State Legislature." Thirty-three teachers participated in the courses.

#### International Association of Personnel in Employment Security

The Fifth Annual Education Institute of the Wyoming Chapter of the IAPES was held in Laramie, Wyoming, on October 5-6, 1962. The Coordinator of Labor Programs participated in the proceedings as a discussion leader, and also gave an address on "Industrial Relations and Employment Security," published by the sponsors.

#### United Steelworkers of America Legislative Education Conference

The annual legislative education conference of District 38 of the USWA took place in Oakland on October 20, 1962. Speakers at the conference included Paul Seabury, Professor of Political Science at Berkeley, on "Issues in the State Campaign"; Representative Jeffery Cohelan of the 7th Congressional District on "Issues in the Congressional Campaign"; and the Coordinator of Labor Programs on "Political Organizations." Workshop leaders included Professor John Schaar of the Department of Political Science at Berkeley, Professor Paul Seabury, the Coordinator of Labor Programs, eight members of the California State Legislature, and six officials of the USWA. About 80 USWA local union officers participated.

#### Labor and the Free Society

The 5th annual seminar on "Labor and the Free Society" took place on December 7-9, 1962, at the Marine Cooks and Stewards Training School in Santa Rosa. Among the topics discussed were "The Economic Policy of a Free Society," with Aaron Gordon, Chairman, Department of Economics, at Berkeley; "The Labor Policy of the Kennedy Administration," with Lloyd Ulman, Professor of Economics at Berkeley and former Senior Labor Economist with the President's Council of Economic Advisers, accompanied by Director of Research Donald Vial of the California Labor Federation and Director of Research Richard Liebes of the Building Service Employees International Union in San Francisco; "Mississippi and the Trade Unionist," with Paul Jacobs, Staff Administrator,

Fund for the Republic, accompanied by Jewish Labor Committee Director William Becker of San Francisco and Regional Director Tarea Pittman of the NAACP in San Francisco; "Cuba: The Revolution Betrayed," with Carlos Tornes, former Cuban Consul-General in San Francisco; and "Nuclear Strategy and Disarmament," with Nobel Prize Winner Owen Chamberlain, Professor of Physics at Berkeley. Thirty full-time trade union officials participated.

#### Labor Education Conference

A three-day discussion of various problems in the field of education faced by the American labor movement was held January 10-12, 1963 at Asilomar. Speakers and topics included Jack London, Professor of Education, Berkeley, on "The Labor Movement and the Public Schools"; Everett Kassalow, Director of Research, Industrial Union Department, AFL-CIO, on "Labor Research and the Labor Movement"; Irving Bernstein, Institute of Industrial Relations, UCLA, on "The American Labor Movement: Past, Present and Future"; Paul Ward, Legislative Secretary to Governor Edmund G. Brown and Past National Secretary to the American Federation of Teachers, on "The Selection and Training of Teachers"; and Emery Bacon, Director of Education, United Steelworkers of America, on "The Universities and Labor Education."

#### Presidential Executive Order No. 10988

A one-day conference was held March 16, 1963 at San Francisco Extension for federal employees on the impact on and implications for labor-management relations in the federal service of Presidential Executive Order No. 10988. Among the speakers and subjects discussed were: Paul L. Engbretson, Deputy Regional Director, San Francisco Region, U. S. Civil Service Commission, on "The Impact of the Executive Order"; Albert Bergerson, Regional Personnel Manager, U. S. Post Office, San Francisco, on "The Responsibility of Management under the Order"; Emmet Andrews, National Vice President, United Federation of Post Office Clerks, on "The Responsibility of Labor under the Order"; The Honorable John F. Shelley on "Congress and the Executive Order." Other speakers included Carl J. Saxsenmeier, National Field Director, National Association of Letter Carriers; I. W. Kirkpatrick, National Vice President, American Federation of Government Employees; and Melvin K. Bers, Associate Research Economist, Institute of Industrial Relations. A summarization of the conference business was given by Jacob H. Abers, Chief, Inspection and Classification Division, 12th U. S. Civil Service Region, San Francisco.

#### The Universities and the Free Society

A three-day joint seminar of both labor and university representatives was held April 26-28, 1963 in Santa Rosa to discuss the duties and opportunities of the university in a free society, and the interest of the labor movement in their pursuit. Speakers and topics included Brendan Sexton, Coordinator, National Organizing Drive and Former Director of Education, United Automobile Workers, on "The Universities and the Labor Movement"; Ben B. Seligman, Director of Education and Research, Retail Clerks International Association, on "The Teaching of Industrial Relations"; Robert H. Hutchins, President, Fund for the Republic, on "Freedom on the Campus";

Edward W. Strong, Chancellor, Berkeley Campus; and Donald Vial, Director of Research, California Labor Federation. The chairman of the seminar was Robert S. Ash, Executive Secretary, Central Labor Council of Alameda County.

#### Railroad Leadership Seminar

A three-day intensive discussion of problems faced by the leadership of railroad unions was held May 3-5, 1963 at the Marine Cooks and Stewards Training School, Santa Rosa, with 15 full-time and part-time officials of various railroad labor unions participating. Speakers and subjects included Harry Polland, Labor Economist, San Francisco, on "The Frontiers of Collective Bargaining"; Max Kossoris, Director, Bureau of Labor Statistics, U. S. Department of Labor, San Francisco, on "Collective Bargaining and Technological Change"; Ted Ellsworth, Administrator of Public Programs, Institute of Industrial Relations, UCLA, on "Fringe Benefits in Collective Bargaining"; J. Keith Mann, Professor of Law, Stanford University, on "Railroad Labor and the Railroad Industry"; Theodore Sarbin, Professor of Psychology, Berkeley, on "The Skills of the Leader"; and Leonard Hardie, Regional Director, Manpower Development and Training Act, U. S. Department of Labor, on "Manpower Training." The seminar was jointly sponsored by the Institute of Industrial Relations, Brotherhood of Locomotive Firemen, Brotherhood of Locomotive Trainmen, Order of Railway Conductors and Brakemen, and Railroad Yardmasters of North America.

#### American Federation of Teachers Leadership Seminar

On July 27-28, 1963, a three-day seminar on educational and organizational issues facing the American Federation of Teachers was held at the Marine Cooks and Stewards Training School, Santa Rosa. Topics and speakers included Paul Ward, Legislative Secretary to Governor Edmund G. Brown, on "The California State Federation of Teachers and the State Legislature"; Nathaniel Colley, Member of the California State Board of Education, on "Education in California"; Donald Vial, Director of Research, California Labor Federation, on "The California State Federation of Teachers and the Labor Movement"; and Jack London, Professor of Adult Education, and Martin Trow, Professor of Sociology and Education at Berkeley in a joint discussion on "The Trade Unionism of the Future."

#### Annual Institute of the American Federation of Teachers

From July 29 to August 3, 1963, 35 officials and members of the American Federation of Teachers met on the Berkeley campus in an annual program presented in cooperation with the national office of the American Federation of Teachers. Now in its ninth year, it is the first such program to present courses for academic credit for union members in the teaching profession. Two courses of one unit each are conducted during a period of five days, with seminars held in the evenings. The two courses offered on this occasion were "Collective Bargaining in Public Employment" and "Grievance Procedures and Tenure in the Public School System." Instructors included Melvin K. Bers, Associate Research Economist, Institute of Industrial Relations at Berkeley; Congressman Jeffery Cohelan; Dr. Jack London; and Assemblyman William Stanton.

### Employee Relations in Local Government

This one-day conference, held August 3, 1963, on the Berkeley campus, was one part of an annual series of programs for members of public employee unions, now in its seventh year. Originally the public employee programs were conducted jointly between federal, state, and local employee unions; they are now conducted separately. On this occasion, with 50 officers and members of unions with jurisdiction in public employment participating, topics and speakers were Victor Jones, Professor of Political Science, Berkeley, on "The Crisis in the Metropolis"; Pamela Ford, Research Associate, Institute of Governmental Studies, Berkeley, on "Public Employees and Political Activity: Compatible or Incompatible?"; Congressman Jeffery Cohelan on "The Cause of Good Government"; Orvin W. Campbell, Vice-Chancellor, University of California, Berkeley, on "Metropolitan Government and the Public Employee"; and Lewis B. Perry, Personnel Manager, University of California, Berkeley, and Melvin K. Bers on "Collective Bargaining in Local Government."

### Annual Summer Institute of the International Association of Machinists

Held August 4-9, 1963, on the Berkeley campus, this is the fifth in an annual series of residential institutes conducted for international representatives, full-time lodge officials, and other local lodge officials of the IAM from various parts of the United States. Twenty-three attended this year. The program, as in previous years, consisted of two week-long courses, various daytime single-subject seminars, and two evening seminars. The two courses offered were "The Power Structure of the Community," given by Morton Gordon, Director of Extension and Associate Research Political Scientist at Berkeley; and "The Psychology of Leadership," given by Theodore Sarbin, Professor of Psychology, Berkeley. Topics and instructors for the daytime seminars were Van Dusen Kennedy, Professor of Industrial Relations, Berkeley, on "The Prospect for Wages"; Lloyd Ulman, Director, Institute of Industrial Relations, Berkeley, on "The Third Party in Collective Bargaining"; Joseph W. Garbarino, Professor of Industrial Relations, Berkeley, on "Union Security"; Max Kossoris, Director, Bureau of Labor Statistics, San Francisco, on "Collective Bargaining and Technological Change"; and Ray Lewis, Federal Mediation and Conciliation Service, Seattle, Washington, on "Mediation and Conciliation"; Congressman Jeffery Cohelan on "Labor and the Congress"; and John Hutchinson on "The Prospects for the International Free Trade Union Movement." Various IAM Grand Lodge officials also acted as instructors.

### Union Printers College

On October 5, 1963 at the University Extension Center in San Francisco 150 officers and members of Local 21 of the International Typographical Union met to discuss problems of interest to the officers and members of the ITU. Topics and speakers included Elmer Brown, President, ITU, on "Mergers in the Graphic Arts and Related Trades"; Congressman John F. Shelley on "Labor and Politics"; ILWU President Harry R. Bridges on "The Longshore Automation Agreement"; A. R. Tommasini, Superintendent, University of California Press, on "New Processes and Creative Printing"; Reverend Hamilton T. Boswell, Minister, Jones Methodist Church and Co-Chairman, Church-Labor Conference, on "Freedom and Jobs"; and Russell A. Wagle, President, San Francisco Typographical Union, on "Scale Negotiations."

### Shop Stewards Conference of the American Federation of Government Employees

This initial event in a long-term training program which the AFGE hopes to conduct in cooperation with the Institute was held December 7, 1963 in Concord. Forty shop stewards of the AFGE attended. Speakers and topics included John Donovan, Vice President, AFGE, on "The Duties of the Shop Steward"; and John Hutchinson on "Collective Bargaining and Trade Unionism in the Federal Service."

### Labor and the Free Society

On December 13-15, 1963, at the Marine Cooks and Stewards School in Santa Rosa, thirty full-time officials of various unions in Northern California attended the seventh in an annual series of seminars designed to concentrate attention on the broad issues of interest to organized labor. Speakers and topics included Ralph James, Associate Professor of Economics, University of California at Davis, on "The Bargaining Strategy and Tactics of James R. Hoffa"; Seymour Martin Lipset, Professor of Sociology, Berkeley, on "The Politics of Extremism"; Lloyd Ulman, Berkeley, on "Tax Cuts and Unemployment"; Paul Seabury, Professor of Political Science, Berkeley, on "A Profile of Lyndon Johnson"; and Congressman Jeffery Cohelan on "Current Issues in the Congress."

### Four Years of Landrum-Griffin

On February 25, 1964, a one-day conference on the Landrum-Griffin Act was held in San Francisco. The speaker at the conference was the late John B. Holcombe, who had just retired as Commissioner of the Bureau of Labor-Management Reports, U. S. Department of Labor. Twenty-two labor officials took part in the conference.

### NLRB Program

On April 1, 1964, a special seminar for union officials in the Bay Area was held at the Sheraton-Palace Hotel in San Francisco. The seminar was addressed by Edmund D. Edelman, Special Assistant to the General Counsel of the National Labor Relations Board, on "The Legislative Process and the NLRB--Recent Developments." Twenty-five union representatives attended.

### Statistics in Collective Bargaining

A six-week course on "The Use of Statistics in Collective Bargaining" was presented by the labor program for union officials in the Bay Area in spring 1964 at the San Francisco Extension Center. The instructors included Max Kossoris, Regional Director, U. S. Bureau of Labor Statistics; Maurice Gershenson, Chief, Division of Labor Statistics and Research, California Department of Industrial Relations; and Richard Liebes, Research Director, Building Service Employees Union. The topics in the series included: "Basic Statistical Ideas and Sources," "Wage Statistics," "Industrial Relations Statistics," "Business, Employment, and Labor Force Statistics," "Fundamental Statistical Measures," and "The Preparation and Presentation of Statistical Data." Eleven labor officials participated.

### Prepaid Group Practice Health Plans

A one-day conference on a proposal for a prepaid group health plan for California was held on May 19, 1964 at the University Extension Center in San Francisco. The principal speaker was Dr. Russel V. Lee, Director of the Palo Alto Medical Clinic. Other speakers included Dr. Wallace Cook, Permanente Medical Group, Walnut Creek; Joseph Garbarino, Professor of Industrial Relations, Berkeley; Harry Polland, Labor Economist, San Francisco; and Dr. Malcolm S. M. Watts, Member of the Council of the California Medical Association. About 60 individuals from labor and various health organizations attended.

### Annual Steelworkers Institute

The Annual Steelworkers Institute took place on the Berkeley campus on June 28-July 3, 1964. Speakers and topics discussed at the institute included Joseph W. Garbarino, Professor of Industrial Relations, Berkeley, on "The Future of Collective Bargaining"; Margaret Greenfield, Institute of Governmental Studies, Berkeley, on "Medical Care for the Aged"; Charles Hogan, USWA, on "The Human Use of Time"; Ray Talieffero, NAACP, on "The Labor Movement and Civil Rights"; Margaret Thal-Larsen, Executive Secretary, State Commission on Manpower, Automation, and Technology, on "The Social and Economic Consequences of Automation"; Paul Jacobs, Fund for the Republic, on "Poverty in America"; Attorney Joseph Grodin on "Economic and Political Freedom for Unions"; Paul Seabury, Professor of Political Science, Berkeley, on "The 1964 Elections"; Leonard Hardie, Regional Director, Manpower Development and Training, U. S. Department of Labor, on "Unemployment and Retraining." Special evening sessions included Nobel Laureate Owen Chamberlain on "Nuclear War and Disarmament" and Douglas Dowd, Visiting Professor of Economics, Berkeley, on "Steelworkers and International Trade." Three daily workshops were led by Morton Gordon, Director of Extension and Associate Research Political Scientist, Berkeley, on "Power and Politics in the Community"; by Steelworker representative Joseph Doherty and Professor Garbarino on "Economics for Union Representatives"; and by USWA Coordinator Thomas Consiglio on "Major Legislative Issues." The latter workshop included as guest speakers, Ed Howden, Chief of the California FEPC; William Beard, Chairman of the Industrial Accident Commission; John F. Henning, U. S. Undersecretary of Labor; Frank Mesple, Legislative Secretary to Governor Brown; the chiefs of the Divisions of Safety, Apprenticeship Standards, Housing, and Labor Law Enforcement of the California Department of Industrial Relations; and representatives of the Division of Industrial Welfare and the California Conciliation Service.

### Annual International Association of Machinists Institute

The annual IAM Summer Institute took place on the Berkeley campus on July 19-24. The program included general sessions on "Civil Rights," by Ray Talieffero of the NAACP, "The Technological Revolution," by Louis E. Davis, Professor of Industrial Engineering, Berkeley, and "Political Education," by Jack O'Brien, staff member, IAM. Workshops were held on "The IAM Today," "Community Power Structure," "Steward System," and "Officers' Responsibility." There were also separate continuing sessions on federal and state legislative issues. Morton Gordon, Director of Extension and Associate Research Political Scientist at Berkeley, led one workshop and several IAM staff members led the others.

### Leadership Training Conference

A weekend conference for officers of the American Federation of Government Employees was held July 17-19, 1964 at the Marine Cooks Training School. Speakers and topics included L. D. Matthews, Research Director, Operating Engineers, on "New Ideas in Collective Bargaining"; Attorney Leon Ardzrooni on "Strategy and Tactics in Collective Bargaining"; Donald Vial, Director of Research, California Labor Federation, on "You and Your Congressman"; and Fred Stripp, Department of Speech, Berkeley, on "Public Speaking and Public Behavior." A panel discussion on "The AFGE and the Labor Movement" included John Hutchinson and Herbert Perry of the Institute of Industrial Relations, Berkeley, and Norman Amundson of the Central Labor Council of Alameda County.

### Annual American Federation of Teachers Institute

The Annual AFT Institute took place on the Berkeley campus August 3-7, 1964. The two courses offered this year were "Policy Issues in Public Education I and II." Martin B. Trow, Associate Professor of Education at Berkeley, was the chief instructor for Course I. Jack London, Professor of Education at Berkeley, was chief instructor for Course II. Harold Dyck, Assistant Professor, Educational Administration, Berkeley, and Robert Hall, Professor of English, San Francisco State College, also participated in the program. Topics discussed included "Education and Public Opinion," "The Training and Remuneration of the Teacher," "Segregation in the Public Schools," "Professional Negotiations and Collective Bargaining," "Tenure, Probation, and Grievance Procedures," "Politics of the Educational Budgetary Process," "Academic Freedom and Controversy--Politics and the Public Schools," "The Teacher as a Professional," "Continuing Education," and "Research in Public Education."

### Communications Workers of America Summer Institute

The Institute presented a two-week training program for local officers of the CWA on August 16-28 on the Berkeley campus. The program included instruction on labor history, logic, leadership psychology, organizing, economics, community relations, the labor movement today, and practical politics. A group of CWA staff representatives was assisted by Arthur Carstens, Fred Schmidt, and Jack Blackburn of the Institute of Industrial Relations, UCLA; Herbert Perry and John Hutchinson of the Institute in Berkeley; Jack London, Professor of Education at Berkeley; Fred Stripp, Speech Department, Berkeley; and William Plosser, Executive Secretary of the California State Federation of Teachers.

### New Faces of Collective Bargaining

A three-day conference sponsored by the Brotherhood of Railway Trainmen took place on the Berkeley campus on August 28-30. The conference opened with remarks by Lloyd Ulman, Director of the Institute of Industrial Relations, Berkeley; Charles Luna, President of the Brotherhood of Railway Trainmen; James J. Reynolds, Assistant Secretary of Labor; and Theodore W. Kheel, arbitrator and attorney. Discussions were held on "Techniques of Collective



Bargaining," "Resources of the Behavioral Sciences," and "Recent Developments." Speakers were a number of outstanding labor, employer and government representatives, attorneys, arbitrators and scholars, including Hubert S. Coffey, Clinical Professor of Psychology, Berkeley; Howard G. Gamser, Chairman, and Leverett Edwards, Member, National Mediation Board; William Gomberg, Professor of Industry, Wharton School, University of Pennsylvania; John Keltner, Chairman, Department of Communications, Oregon State University; James J. McFadden, Acting Commissioner, New York City Department of Labor; J. Keith Mann, Professor and Associate Dean, Stanford Law School; Raymond Miles, Assistant Professor of Business Administration, Berkeley; Reed C. Richardson, Co-director, Institute of Industrial Relations, University of Utah; Carl M. Stevens, Professor of Economics, Reed College; and George Strauss, Professor of Business Administration, Berkeley.

#### International Brotherhood of Electrical Workers Union Leadership Program

A regional conference for full-time officers of the International Brotherhood of Electrical Workers was held September 21-22, 1964 in Oakland. The program included addresses by Herbert Perry, Coordinator of Labor Programs at Berkeley, on "Poverty in America"; Louis E. Davis, Professor of Industrial Engineering, Berkeley, on "The Technological Revolution"; Fred Stripp of the Speech Department, Berkeley, on "Communication Skills"; William McBain, Associate Professor of Psychology, San Jose State College, on "The Psychology of Union Leadership"; Roy Ockert, Lecturer in Labor Economics, Berkeley, on "Unemployment in America"; and Jack London, Professor of Education, Berkeley, on "Labor and Education."