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R E P O R T

RESEARCH AND COMMUNITY SERVICES

Institute of Industrial Relations
University of California
May 1960

P R O G R E S S R E P O R T

1959 - 1960

RESEARCH AND COMMUNITY SERVICES PROGRAM

Institute of Industrial Relations
University of California
Berkeley

Arthur M. Ross, Director
Margaret S. Gordon, Associate Director

June 1960

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I

INSTITUTE COMMITTEES

COMMUNITY ADVISORY COMMITTEE

Clark Kerr, President, University of California (Chairman)
 Anthony Anselmo, Secretary, Local Joint Executive Board of Culinary Workers
 C. R. Bartalini, Secretary, Bay Counties District Council of Carpenters
 Glenn Bowers, Supervisor of Conciliation, California Department of
 Industrial Relations
 John W. Bristow, Executive Vice-President, California Processors and
 Growers, Inc.
 Glenn E. Brockway, Regional Director, Bureau of Employment Security
 Albert Brown, President, Central Labor Council of Alameda County
 John E. Cantwell, Vice-President -- General Manager, United Employers, Inc.
 J. Hart Clinton, Executive Vice-President, Distributors Association
 Paul A. Cooper, Vice-President of Operations, California and Hawaiian Sugar
 Refining Corporation, Ltd.
 William W. Davison, Vice-President, Standard Oil Company of California
 Sam Eubanks, Executive Secretary, San Francisco-Oakland Newspaper Guild
 Jack Goldberger, Business Representative, Newspaper Drivers, Local 921
 John F. Henning, Director, California State Department of Industrial Relations
 Glen Ireland, Vice-President -- Operations, Pacific Telephone and Telegraph
 Company
 Louis B. Knecht, Director, District 9, Communications Workers of America
 Scott Newhall, Executive Editor, San Francisco Chronicle
 Raymond E. Peters, Justice, Supreme Court of California
 John T. Schiavenza, Secretary-Treasurer, California Conference of Machinists
 William H. Smith, Executive Vice-President, Federated Employers of
 San Francisco
 C. T. Spivey, Director of Industrial Relations, Columbia-Geneva Steel
 Division, United States Steel Corporation
 Donald Vial, Director of Research, California Labor Federation
 Arthur Viat, Regional Director, Federal Mediation and Conciliation Service
 Harris Wilkin, Secretary-Treasurer, Retail Food Clerks, Local 870

FACULTY ADVISORY COMMITTEE

Ewald T. Grether, Dean, Graduate School of Business Administration (Chairman)
Eugene W. Burgess, Assistant Dean, Schools of Business Administration and
Lecturer in Business Administration
Kingsley Davis, Professor of Sociology and Social Institutions
E. Paul DeGarmo, Chairman, Division of Industrial Engineering
David Krech, Professor of Psychology
George L. Mehren, Chairman, Department of Agricultural Economics, and
Director, Giannini Foundation
Maurice Moonitz, Associate Dean, Graduate School of Business Administration
A. G. Papandreuou, Professor of Economics and Business Administration
Robert A. Scalapino, Professor of Political Science

II

RESEARCH PROGRAM

RESEARCH PROGRAM

Introduction

Probably the most significant development in the Institute's research program during the last few years has been the strengthening of the interdisciplinary aspect. Although the Departments of Business Administration, Economics, Psychology, and Sociology have been represented on the Institute's senior research staff throughout the last decade, the majority of faculty members holding joint appointments in the Institute were, until recently, in the Departments of Business Administration or Economics. As new research projects have been added, however, the representation of psychologists and sociologists on the research staff has been expanded. Furthermore, in addition to the four departments mentioned above, Dr. Margaret Gordon now holds a joint appointment in the School of Social Welfare, and other departments have from time to time been represented on the senior research staff.

Another significant development has been the increased emphasis on attracting highly qualified applicants for graduate research assistantships. As a result, the number of applications for these positions has risen sharply in the last two years, and it has been possible for the Institute to maintain high standards in the selection of its research assistants. The total number of appointments has also been increased. Thus, the Institute has been in a position to carry out more effectively its function of providing financial support and research experience for graduate students specializing in industrial relations.

During the year 1959-1960, the number of books published under Institute auspices has been unprecedentedly large. Five volumes were published by the University of California Press and two by John Wiley and Sons during the course of the year. Two additional volumes will be published by the University of California Press during the next few months, and several book-length manuscripts are nearly ready for publication. The number of articles included in the reprint series has continued at approximately the level of the last few years.

Meanwhile, new projects continue to be added as older projects are completed. The Ford Foundation has recently approved a sizable grant for a three-year study of Cultural Patterns in the Role of the Executive, to be conducted by Professors Haire, Ghiselli, and Porter of the Psychology Department. Dr. Malcolm Gotterer of the Department of Business Administration will join the Institute staff next year to undertake a study of production standards under collective bargaining. Professor Harold Levinson of the University of Michigan will spend a year in Berkeley (partly on sabbatical leave) to conduct a study, under Institute auspices, of wage patterns on the Pacific Coast. Professor George Strauss of the University of Buffalo, who will hold a visiting appointment in the Department of Business Administration, will also be a part-time member of the Institute staff.

The three-year study of occupational disability, which was initiated in 1957 under a grant from the Ford Foundation, is nearing completion. The results of the statewide survey of occupationally disabled workers in California have been analyzed and will be presented in a volume now being completed by Professor Cheit. In addition, Professor Cheit and Dr. Margaret Gordon are serving as editors of a second volume tentatively entitled Occupational Disability and Public Policy, to which a distinguished group of experts in the United States and Canada have agreed to contribute chapters.

A substantial number of Institute staff members have been invited to appear as expert witnesses, or to prepare statements, for congressional committees during the last year. Thus, George Hildebrand and Lloyd Ulman appeared before the Joint Economic Committee, Arthur M. Ross prepared a statement for the Senate Special Committee on Unemployment Problems, and Margaret Gordon appeared before the Senate Subcommittee on Aging. Earl Cheit was asked to serve as one of the three co-chairmen of the President's Conference on Occupational Safety. In addition, a number of Institute staff members are serving as officers of professional associations or members of professional committees. They are likewise engaged in a variety of public service activities, such as Clark Kerr's chairmanship of the Stabilization Committee established under the agreement between Armour and Company and the meat-packing unions, and Arthur M. Ross's chairmanship of the Governor's Commission on the Employment and Retirement Problems of Older Workers.

A. Publications, May 1959 to Date

PUBLICATIONS ISSUED

Books:

Discipline and Discharge in the Unionized Firm, by Orme W. Phelps
(Berkeley and Los Angeles: University of California Press, 1959).

Old Age and Political Behavior, by Frank A. Pinner, Paul Jacobs, and
Philip Selznick (Berkeley and Los Angeles: University of California
Press, 1959).

Trade Union Development and Industrial Relations in the British West
Indies, by William H. Knowles (Berkeley and Los Angeles: University
of California Press, 1959).

Health Plans and Collective Bargaining, by Joseph W. Garbarino
(Berkeley and Los Angeles: University of California Press, 1960).

Industrial Relations in the San Francisco Bay Area, by Robert Knight
(Berkeley and Los Angeles: University of California Press, 1960).

Modern Organization Theory, edited by Mason Haire (New York: John
Wiley & Sons, Inc., 1959).

Changing Patterns of Industrial Conflict, by Arthur M. Ross and
Paul T. Hartman (New York: John Wiley & Sons, Inc., 1960).

Proceedings of Conferences:

Labor Relations in Public Employment: Proceedings of the second annual
conference at Oakland, February 7, 1959.

Labor and the Consumer: Proceedings of a conference on Unemployment
and the Consumer, June 13-15, 1958.

Reprints:

No. 125. "Psychological Problems Relevant to Business and Industry,"
by Mason Haire. Reprinted from Psychological Bulletin,
1959.

No. 126. "Some Social Requisites of Democracy: Economic Development
and Political Legitimacy," by Seymour M. Lipset. Reprinted
from The American Political Science Review, 1959.

- No. 127. "Labor's Participation in the European Productivity Program: A Study in Frustration," by William Gomberg. Reprinted from Political Science Quarterly, 1959.
- No. 128. "Democracy and Working-Class Authoritarianism," by Seymour M. Lipset. Reprinted from American Sociological Review, 1959.
- No. 129. "Labor and Labor Relations on the West Coast: I"
 1. West Coast Labor: Its Past and Its Prospects, by Clark Kerr
 2. Immigration and Its Effect on Labor Force Characteristics, by Margaret S. Gordon
 3. Farm Labor: Supply, Policies, and Practices, by Varden Fuller
 Reprinted from Monthly Labor Review, 1959.
- No. 130. "Labor and Labor Relations on the West Coast: II"
 1. Major Trends in Labor Relations, by Arthur M. Ross
 2. Association Bargaining, by Van Dusen Kennedy
 3. The Maritime Industry, by Betty V. H. Schneider
 Reprinted from Monthly Labor Review, 1959.
- No. 131. "Labor and Labor Relations on the West Coast: III"
 1. Unemployment Disability Insurance in California, by Earl F. Cheit
 2. The Development of Health Insurance Plans, by Joseph W. Garbarino
 Reprinted from Monthly Labor Review, 1959.
- No. 132. "Industrialization, Ideologies, and Social Structure," by Reinhard Bendix. Reprinted from American Sociological Review, 1959.
- No. 133. "Radiation Disability: Will It Be Adequately Compensated?" by Earl F. Cheit. Reprinted from Industrial and Labor Relations Review, 1959.
- No. 134. "Biological Models and Empirical Histories of the Growth of Organization," by Mason Haire. Reprinted from Modern Organization Theory, 1959.
- No. 135. "Price Behavior and Productivity in the Medical Market," by Joseph W. Garbarino. Reprinted from Industrial and Labor Relations Review, 1959.
- No. 136. "The Older Worker and Hiring Practices," by Margaret S. Gordon. Reprinted from Monthly Labor Review, 1959.
- No. 137. "Managing the Managers -- The Distribution of Power in American Industrial Society," by Clark Kerr. Reprinted from What America Stands For, 1959.

- No. 138. "The Impacts of Unions on the Level of Wages," by Clark Kerr. Reprinted from Wages, Prices, Profits and Productivity, 1959.
- No. 139. "Collective Bargaining and Inflation," by Lloyd Ulman. Reprinted from California Management Review, 1960.
- No. 140. "Employment Problems of Older Workers," by Arthur M. and Jane N. Ross. Reprinted from Studies in Unemployment, 1960.
- No. 141. "Social Stratification and 'Right-Wing Extremism,'" by Seymour M. Lipset. Reprinted from The British Journal of Sociology, 1959.
- No. 142. "Stability in the Midst of Change," by Seymour M. Lipset. Reprinted from The Social Welfare Forum, 1959.

PUBLICATIONS AT THE PRESS

Books:

Working Class Suburb: A Study of Auto Workers in Suburbia, by Bennett M. Berger (University of California Press).

Employee Rights and the Employee Relationship, by Howard M. Vollmer (University of California Press).

TO BE PUBLISHED

Proceedings of Conferences:

Current Trends in Collective Bargaining: Proceedings of a conference at San Francisco, May 11, 1960.

Reprints:

"Class Relations and Industrialization in Europe," by Reinhard Bendix. To be reprinted from Comparative Studies in Society and History.

"The Cultural and Political Setting of Economic Rationality in Western and in Eastern Europe," by Reinhard Bendix. To be reprinted from Value and Plan.

"Changing Social Structures," by Clark Kerr. To be reprinted from Labor Commitment and Social Change in Developing Areas.

- "Industrial Conflict and Unions," by William H. Knowles. To be reprinted from Labor Commitment and Social Change in Developing Areas.
- "Aging and Income Security," by Margaret S. Gordon. To be reprinted from Aging and Society (Clark Tibbitts, editor).
- "Work and Patterns of Retirement," by Margaret S. Gordon. To be reprinted from Aging and Leisure (Robert Kleemeier, editor).
- "The Development of Trades and Labor Unions," and "Unionism and Collective Bargaining in the Modern Period," by Lloyd Ulman. To be reprinted from American Economic History (Seymour Harris, editor).
- "Attitudes Toward Work: A Discussion of Research," by Robert Bläuner. To be reprinted from a volume of essays on economic and sociological aspects of unionism, edited by Seymour M. Lipset and Walter Galenson.
- "Wage Escalation and Wage Inflation," by Joseph W. Garbarino. To be reprinted from proceedings of American Economic -- American Statistical Associations conference.
- "Changing Patterns of Industrial Conflict," by Arthur M. Ross. To be reprinted from annual proceedings of Industrial Relations Research Association conference.
- "The Structure of Enterprise in the Nineteenth Century: The Cases of Britain and Germany," by David S. Landes. To be reprinted from proceedings of the Eleventh International Congress of Historical Societies.
- "Captain of a Mighty Host: A Note on John L. Lewis," by John Hutchinson. To be reprinted from Yale Review.
- "Personnel Practices in Europe," by F. Theodore Malm. To be reprinted from California Management Review.
- "A Study of Perceived Need Satisfaction in Bottom and Middle Management Jobs," by Lyman W. Porter. To be reprinted from Journal of Applied Psychology.
- "Early Industrialization and the Laboring Class," by Herbert Blumer. To be reprinted from The Sociological Quarterly.
- "The Older Worker and Retirement Policies," by Margaret S. Gordon. To be reprinted from the Monthly Labor Review.

B. Research in Progress

The Institute's research program is concerned with seven broad areas of investigation: Labor-Management Relations; Wages and Related Problems; Economic Security Programs; the Labor Market and Labor Mobility; the Labor Movement, Social Groups and Industrialization; Industrial Psychology and Sociology; and Organization and Decision Theory. The program will be summarized under these headings.

LABOR-MANAGEMENT RELATIONS

1. The Impact of Unions on Job Evaluation Plans. Malcolm H. Gotterer.

An analysis of the impact of union pressure on job evaluation systems and the extent to which management may be forced to make adaptive modifications in response.

2. Inter-Industry Bargaining Patterns on the West Coast, 1946-1959. Harold L. Levinson.

An analysis of the role of "key" bargains in West Coast negotiations, particularly in those industries in which the parties have a considerable amount of autonomous decision-making power. Particular emphasis will be placed on a study of the similarities or differences among these key bargains, and the factors explaining differences.

3. The Problem of Inter-Union Conflict. J. Keith Mann.

A study of adjustment of inter-union disputes within the labor movement and of the role of the courts and other governmental agencies in relation to these disputes.

4. Changing Patterns of Industrial Conflict. Arthur M. Ross.

Although a volume reporting the results of this study, which was conducted with Paul T. Hartman, has just been published, Dr. Ross will continue research in this general area, with a view to developing more intensive analyses of developments in particular countries. While on sabbatical leave in Europe during the spring of 1961, he will have an opportunity to make a special study of trends in selected European countries.

WAGES AND RELATED PROBLEMS

1. American Wage Determination: Its Character and Consequences. Joseph W. Garbarino.

A study of significant developments in practices of wage determination, with particular reference to the impact of long-term contracts and automatic wage adjustments on the movement of wage levels.

2. Soviet Wage Structures. Walter Galenson.

This study, which was undertaken in the fall of 1958, will extend over several years, and will examine a wide variety of sources on wages in the Soviet Union, with a view to analyzing selected aspects of the wage structure.

ECONOMIC SECURITY PROGRAMS

1. Occupational Disability. Earl F. Cheit and others.

A three-year project which is being conducted under a large grant from the Ford Foundation. The main body of the study takes the form of a statewide survey of some 1500 occupationally disabled workers in California, which was conducted under the direction of Dr. Cheit. Data were also obtained relating to compensation of railroad workers and seamen, who have separate federal programs. A volume analyzing the results of this study will be completed within the next several months.

In addition, Dr. Cheit and Dr. Margaret S. Gordon are editing a volume tentatively entitled Occupational Disability and Public Policy, to which a substantial number of experts in the United States and Canada have agreed to contribute.

2. Comparative Analyses of Income Security Programs for the Aged in Selected Countries. Margaret S. Gordon.

This study, which will extend over several years, will be particularly concerned with the manner in which benefit formulae and financing methods have been adjusted in response to rising price and wage levels in the postwar period. A paper based on early work on this study, dealing with old-age benefits and the propensity to retire, will be presented at a social science research seminar attended by gerontologists from a number of countries during the week preceding the International Congress of Gerontology in San Francisco this August.

THE LABOR MARKET AND LABOR MOBILITY

1. The Employment Problems of Older Women. Emily H. Huntington.

This study is being conducted in cooperation with the Heller Committee for Research in Social Economics. It is based on a sample survey of approximately 600 employed and unemployed women, aged 40 or more, in the San Francisco Bay Area.

2. The Formation of an Industrial Labor Force in Western Europe. David S. Landes.

A comparative study of the recruitment and formation of a factory labor force in selected countries of Western Europe from the early stages of the Industrial Revolution to 1914. The study is based on the premise, developed in connection with Landes's previous study of technological change and economic development, that a number of widely accepted notions with respect to the behavior of labor supply during the Industrial Revolution need revision, and that the results of a comparative historical study may be of value in connection with current attempts to construct theories of economic development.

3. Social and Psychological Aspects of Aging and Retirement. Suzanne Reichard, Florine Livson, and Paul Petersen.

This study, which was originally directed by the late Else Frenkel-Brunswik, will be ready for publication within the next few months.

4. Job Rights and Due Process in Modern Industry. Philip Selznick.

Studies of the changing nature of job rights approached from the point of view of the sociology of the law. Vollmer's study of Employee Rights and the Employee Relationship, which is being published in monograph form, was conducted in conjunction with Selznick's broader study. Work on the writing of the volume summarizing the broader study will be completed in 1960-61.

THE LABOR MOVEMENT, SOCIAL GROUPS, AND INDUSTRIALIZATION

1. The Labor Problem in Economic Development. Reinhard Bendix, Walter Galenson, Clark Kerr, and others.

An inter-university study, which has been conducted for some years under a grant from the Ford Foundation. The project involves a comparative appraisal of the relationships between industrialization, managerial leadership, and the wage-earning groups in selected countries throughout the world. Most of the volumes originally planned under this project have been published, but work is continuing on the following studies:

- a. Class Relations and Industrialization, with special reference to Germany. Reinhard Bendix.
 - b. Wages and Economic Development, with special reference to selected countries in Asia and Africa. Clark Kerr.
 - c. The Labor Movement in Under-Developed Areas, a second volume of essays edited by Walter Galenson.
2. The Influence of Trade Union Structure and Practices upon Democracy and the Status of the Individual Worker. Walter Galenson.

This study is concerned with an analysis of trade union structure and practices in selected European countries, with a view to determining the impact of structural features on the prevalence of democracy in trade unions and to assessing American trade union structure in relation to this background.

3. Corruption in the American Labor Movement. John Hutchinson.

A more intensive and comprehensive study of the material treated briefly in an earlier article by Hutchinson -- designed to be published as a book.

4. Professional Independence and the Large Organization. William Kornhauser.

An analysis of the factors encouraging or inhibiting the independence of professional workers, including such factors as (1) the type of work situation, (2) the strength of the professional group, and (3) mechanisms of training. The approach will be primarily empirical, beginning with a pilot study of chemists and engineers.

5. Attitudes of Workers Toward Unions and Toward Selected Social and Economic Issues. Seymour M. Lipset.

This study is being conducted as part of a broader study of labor in a free society with which a number of Institute staff members are associated.

6. Fiduciary Aspects of Union Leadership. Arthur M. Ross.

This study will develop the implications of a fiduciary duty to the rank and file, and consider the relative contributions of self-discipline, legislation, and the common law in the enforcement of such a duty.

7. The Constitutional Development of the Steelworkers Union. Lloyd Ulman.

This study, which is part of the broader study of labor in a free society, considers such questions as (1) the development of the

powers of the president, (2) the adequacy of the convention as a check on presidential powers, and (3) trial procedures, including the right of appeal. At a later stage, the relationships between the various occupational groups within the union will be considered.

INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

1. Cultural Patterns in the Role of the Executive. Mason Haire, Edwin Ghiselli, and Lyman Porter.

This is a three-year study of differences in the way society perceives the executive and in the way the executive perceives his own role, in various countries. One of the hypotheses to be investigated is whether these differences affect the way in which executives perform in their roles. The study will be supported by a grant from the Ford Foundation. The American Management Association is cooperating in the distribution of a questionnaire to a large sample of its members, focussed on the way in which executives perceive the non-technical, or psychological, aspects of their jobs. The results will provide data on American managers, to be compared with similar data developed through the distribution of the same questionnaire to European management groups.

2. The Process of Growth in Industrial Organizations. Mason Haire.

A three-year study which is being financed by a grant from the Foundation for Research in Human Behavior. The study, which is now in its third year, investigates the relationship between the size of industrial enterprises and their structural organization. A number of firms are furnishing data on the size and functional organization of their work forces at various stages of growth.

ORGANIZATION AND DECISION THEORY

Since the summer of 1958, the Institute has been sponsoring a research program in the management sciences, with emphasis on organization and decision theory. During its early stages the program has been conducted under Institute auspices, but it is anticipated that a separate Institute of Management Sciences will be established in the relatively near future.

The program is now being supported under a two-year grant from the Ford Foundation. In addition, financial support is anticipated from other, chiefly governmental, agencies.

Individual and group research projects which are being conducted under the program include:

1. Activity Analysis of the Firm in Terms of Fund Flows. Hector R. Anton.
2. The Development of Accounting Models. R. Mattessich.
3. Experimental Business Games. Frederick E. Balderston, Austin C. Hoggatt, and Theodore R. Sarbin.
4. Optimal Decision Rules and Communication in Groups. Howard Brand.
5. The Organization of Decision Processes. Roy W. Radner.
6. Relations Between Behavioral and Structural Variables in Organizations. Philburn Ratoosh.
7. Simulation Study of an Intermediate Market. Frederick E. Balderston and Austin C. Hoggatt.
8. Value Measurement and Optimal Decisions. C. West Churchman.

It is likely that additional members of the faculty will be added to the group.

III

COMMUNITY SERVICES PROGRAM

COMMUNITY SERVICES PROGRAM

In General

The Community Relations Program in 1959-60 has been the most active and successful in the Institute's history. This conclusion is based upon the range of subject matter, the intellectual level of the programs, and the reception of these programs in the community.

Again the Institute has emphasized novel and experimental educational activities, rather than those which management, labor and other community groups might be equipped to organize for themselves. In addition, we have placed major stress on programs dealing with special problems (such as fair employment practices, wages and prices, and health problems of older workers) and addressed to various groups in the community. The Institute makes its greatest contribution, we believe, where it can bring together leading representatives of professional and interest groups for incisive and candid exchange of information and opinion.

The Institute's Community Relations Program is developed and administered by John E. Hutchinson and William E. Rogin.

Among the specific activities in 1959-60 have been the following:

1. The University of California - Western Assembly

On October 1, 1959 approximately 60 persons from the West Coast gathered at the Ahwahnee Hotel, Yosemite Park, California, at the invitation of President Kerr, for the University of California Western Assembly on Wages, Prices, Profits and Productivity. The regional conference was presented in cooperation with the American Assembly of Columbia University.

The meeting brought together representatives of management, labor, government, the press and education. They engaged in separate round-table discussions for three days and on the fourth agreed on a final report in plenary session. Topics such as "Behavior of Wages, Prices and Productivity," "The Underlying Factors in Post-War Inflation," "The Impact of Unions on the General Level of Money Wages," and "Policy Proposals" were discussed.

Discussion leaders were Dr. Earl Cheit, Institute of Industrial Relations, Berkeley; Dr. Frank Norton, Graduate School of Business, UCLA; and Dr. R. A. Gordon, Department of Economics, Berkeley.

Speakers at the evening sessions included John T. Dunlop, Professor of Economics, Harvard University; Paul G. Hoffman, Managing Director, Special Fund of the United Nations; and W. Allen Wallis, Executive Vice Chairman of the Cabinet Committee on Price Stability for Economic Growth.

The conference was under the general chairmanship of George Hildebrand, Director of the Institute of Industrial Relations at UCLA, and Arthur M. Ross, Director of the Institute of Industrial Relations at Berkeley.

2. Fair Employment Conference

This conference was presented in cooperation with the California Fair Employment Practice Commission on March 1, 1960 at the Fairmont Hotel in San Francisco. Over 300 persons, some from as far as San Diego, attended the conference which was based on California's new Fair Employment Practice Act.

Edmund G. Brown, Governor of California and William G. Caples, Vice President of the Inland Steel Company made major addresses. Caples opened the morning session with a speech on "Practical Problems and Methods of Employment Integration." At the luncheon session, presided over by Institute Director, Arthur M. Ross, Governor Brown spoke on "Social Needs and Public Responsibility in California."

The gathering also heard the first public report on the cases which had come before the State's Fair Employment Practice Commission at that time. Edward Howden, Chief of the Division of Fair Employment Practice, made the presentation. Howden was assisted by FEP Commissioners Elton Brombacher and C. L. Dellums.

John Anson Ford, Chairman of the State FEP Commission and John F. Henning, Director of the California Department of Industrial Relations led panel discussions.

3. The Consumer in California

The continuing interest of the California labor movement in consumer problems, and the success of the previous year's conference on "Unemployment and the Consumer," led to a second conference on consumer problems on July 11, 1959.

The conference was entitled "The Consumer in California," and was presented in cooperation with the California Labor Federation and seven regional or state-wide labor organizations. Some 200 persons attended the conference. Addresses at the conference included the following: "Why the Consumer Needs Protection," by Colston Warne, President of Consumers Union; "How Consumer Laws Work," by Persia Campbell, former Consumer Counsel to Governor Averell Harriman of New York; and a special message to the conference from Governor Edmund G. Brown. The afternoon session of the conference was taken up by three workshops: "Installment Buying and the State Legislature," led by Professor Jessie V. Coles of the University of California; "Quality Control and the State Legislature," led by Mildred Brady of Consumers Union; and "Wages and Prices," led by Dr. Theodore Krepes of Stanford University and Donald Vial, Director of Research of the California Labor Federation.

4. AFT Summer School

The fifth annual school presented for the California State Federation of Teachers took place during the first week in August, 1959. As before, the morning sessions of the school were taken up with a one-unit course in education, presented in cooperation with the School of Education. The subject of the course, which was taught by Dr. Martin Trow of the School of Education, was "From High School to College." Topics discussed during the course included the changing function of the high school in preparing the student for college, social sources of college recruitment, high school environments, the relationship of high school training to subsequent academic success, and main features of American secondary education.

The afternoon sessions of the week-long school were taken up by discussions as follows: "Collective Bargaining Legislation for Public Employees," led by Assemblyman George E. Brown; "Professional Aspects of Teaching," led by Dr. Grady Mullenix of Fresno State College and Dr. Harold Winkler of the Pacifica Foundation; "Budgets, Audits and Salary Presentations in the Public School System," led by Ben Rust; "The Legislative Session in Sacramento," led by Joseph Genser and Donald Henry; and "The Citizens Committee on Education," led by Dr. Joel Hildebrand.

Some 30 participants attended the sessions.

5. Current Trends in Collective Bargaining

This annual meeting on labor relations was held May 11 at the Fairmont Hotel in San Francisco. Over 200 representatives from industry and labor attended the conference.

Major speakers were David L. Cole, former Director of the Federal Mediation and Conciliation Service, whose topic was "Where We Are and Where We Are Going in Collective Bargaining," William Smith, Executive Vice President of Federated Employers of San Francisco, who spoke on "Current Trends in Collective Bargaining," Arthur J. Goldberg, General Counsel of United Steelworkers of America, "The Steel Strike in Retrospect," and Arthur M. Ross, whose subject was "Problem Areas in Arbitration."

6. Labor and the Free Society

The second Institute seminar on "Labor and the Free Society" took place on December 5-6, 1959 at the Marine Cooks and Stewards Training School in Santa Rosa. Sessions conducted at the seminar included "Industrial Relations and the Pluralist Society," by George Hildebrand; "Political Power in the United States," by S. M. Lipset; "Trade Unionism and the Practice of Politics," by Irving Bernstein; "The Civil Liberties of the Union Member," by Benjamin Aaron; "Civil Rights and Organized Labor," by Lloyd Ulman; "Trade Unionism and the Balance of Power," by Walter Galenson; and a discussion on "Trade Unionism and the Public Interest" involving all principal speakers. About 30 trade union representatives attended the seminar.

7. Annual State Federation Institute

The 11th Annual Labor Education Institute, conducted in cooperation with the California Labor Federation, took place during the week of November 16, 1959. The focus of discussion during the conference was the new labor reform legislation recently passed by the Congress. Speakers at the four-day conference included Professor Sam Kagel on "The History and Development of Labor Law Up To 1959," Mr. Charles Scully on "The Provisions of the New Labor Law," Dr. Irving Bornstein on the "Taft-Hartley Amendments" to the new labor law, Dr. George Hildebrand on the reporting requirements of the law, and Mr. Benjamin Aaron on the trusteeship and bill of rights provisions of the law. Dr. Arthur M. Ross addressed the conference on prospects in collective bargaining. Mr. Andrew J. Biemiller, Legislative Director for the AFL-CIO, led a panel discussion on the political aspects of the new law. Attorney-General Stanley Mosk addressed the conference on law enforcement in California.

A number of labor attorneys participated in various discussions of the labor law. The participating attorneys included Roland Davis, Jerome Smith, Jay Darwin, Albert Brundage, Robert Morgan and Lionel Richman. Dr. Archibald Cox of Harvard participated in the discussion on the trusteeship and bill of rights sections of the law. Andrew J. Biemiller and C. J. Haggerty addressed the concluding sessions of the conference on prospects in state and federal legislation.

Some 500 participants attended the conference.

8. Labor Press Conference

The 11th Annual Labor Press Conference, presented in cooperation with the California Labor Federation, took place immediately after the State Federation Institute.

The opening address, a critical review of the labor press, was given by Mr. Sam Eubanks, Executive Secretary of the San Francisco-Oakland Newspaper Guild; his talk was followed by a panel discussion by Dave Solvin, editor of San Francisco Labor; Harry Bernstein, labor editor of the Los Angeles Examiner; and Currin Shields of the Department of Political Science at UCLA. The afternoon session of the first day was taken up by a seminar on principles of communication led by Dr. John Clark, Associate Professor of Language Arts, San Francisco State College. The conference banquet that evening was addressed by various officers of the California Labor Federation and representatives of the labor press. The following day the conference was addressed by Charles Hulten of the Department of Journalism at UC on "The Competence of the Labor Editor." Then followed a panel discussion by Jack Howard, labor editor of the San Francisco Chronicle; Louis Burgess of the East Bay Labor Journal; and George Ballis of the Valley Labor Citizen.

About 60 labor editors attended the conference.

9. Executive Development Program -- Kaiser Engineers

This conference-seminar program was organized to provide an opportunity for twenty executives of Kaiser Engineers to study and analyze the managerial function. The program opened in September with a three-day conference in Palo Alto which was followed by six seminars held on the Berkeley campus.

Seminar sessions covered the problems and policies implicit in organizational structure and the interrelationship of structure; management objectives, leadership and fiscal control.

Faculty for the conference included William J. Vatter and Theodore Malm, Professors of Business Administration on the Berkeley campus; Gilbert Brighthouse, Professor of Psychology at Occidental College and Alex Bavelas, Professor of Psychology at Stanford. Professors Malm and Vatter handled the seminars.

10. Effective Business Communication

A series of six seminars on "Effective Business Communication," was organized for management personnel of the St. Paul Fire and Marine Insurance Company.

Particular emphasis was put on conference leadership -- the techniques of making group decisions. Seminars covered such subjects as the importance of advanced planning, the use of materials, increasing individual participation, the processes by which group decisions are made and an evaluation of the "problem-solving" process.

The program was conducted by Samuel G. Trull, Acting Assistant Professor of Business Administration on the Berkeley campus.

11. Merced Teachers Program

The most recent in a series of one-day workshops on "Economic Issues in Our Modern Society," was held in November for Merced County High School and Junior College Social Studies teachers. The conference was arranged in cooperation with the Northern California Council on Economic Education, the Merced County Schools and Merced business and agriculture groups.

William Goldner, Lecturer in Business Administration and Earl Cheit, Institute of Industrial Relations, led conference discussion groups. William E. Rogin of the Institute staff presided over the general afternoon session.

The Institute's role in this program is in line with plans for cooperation with public schools in developing educational programs designed to provide better understanding of contemporary industrial society.

12. Human Factors in Supervision and Leadership

In response to repeated requests from local management personnel this short course was presented three times during the past year.

The program was offered once in Palo Alto and twice on the Berkeley campus under the direction of Professor Lyman W. Porter of the Department of Psychology and Professor Samuel G. Trull of the School of Business Administration.

Twenty-eight persons from a variety of Bay Area industries met once a week for periods of six weeks.

Designed to provide fundamentals of sound management practices for those who carry supervisory responsibility at intermediate levels, this short course affords an opportunity to discuss material presented by the instructors and to review problems which the participants themselves have encountered.

13. International Trade Union Seminar

The Institute cooperated with the U. S. Department of Labor and the national office of the AFL-CIO in presenting, during the AFL-CIO convention, an International Labor Seminar. The Seminar, evidently the first of its kind conducted under the auspices of the Department of Labor, consisted of (a) a day-long session on the Berkeley campus conducted by a panel of labor and university representatives and the trade union representatives of 17 countries; simultaneous translations were provided for all addresses and comments, and (b) two day-long sessions, under similar circumstances, conducted at the site of the AFL-CIO convention.

Those participating in the Seminar on behalf of the University included Dr. Walter Galenson, Dr. Robert Scalapino, Dr. William Goldner, and Dr. Arthur M. Ross. Trade union representatives included Mr. John Henning, Mr. Donald Vial and Mr. Sam Eubanks.

Also in cooperation with the Department of Labor and the AFL-CIO, and in connection with the AFL-CIO convention, the Institute conducted a series of seminars for visiting trade union groups from overseas, principally Japan, the Philippines and Latin America. Similar seminars, extending over a number of days, have been conducted from time to time since the convention. A number of half-day or whole-day sessions for individual groups have also been presented at the Institute or in San Francisco.

Instructors in the various seminars have included Messrs. Paul Jacobs, James Davies, Paul Hartman, Richard Hoss, Martin Ames, William Goldner, Fred Goldner, James Olson, Earl Cheit, Richard Liebes, Joseph Angelo, Richard Groulx, Harris Wilkin, Sam Eubanks, John Schiavenza, Donald Vial and others.

14. Health Insurance for Federal Employees

A one-day conference on health insurance legislation for federal employees was presented, in cooperation with a number of unions in the federal service, on February 27, 1960 at International House in Berkeley. The opening address on "Health Insurance and Medical Care" was given by Dr. E. Richard Weirnerman of El Cerrito. The address was followed by a panel composed of Mr. Carroll J. Lynch, Health Plan Consultant, San Francisco; Mr. Austin J. McFarlin, Manager, Employee Insurance and Benefits, California Packing Corporation, San Francisco; Mr. Donald Vial, Director of Research, California Labor Federation; and John Morrison, M.D., President of the Alameda-Contra Costa Medical Association. The afternoon speaker was Mr. Gordon Petersen, Health Benefits Representative for the 12th U. S. Civil Service Region, who addressed the conference on the "Federal Employees Health Insurance Act of 1959." His talk was followed by a panel composed of Mr. George Lucia, Assistant Executive Director, Blue Cross Hospital Service of California; Mr. Arthur Weissman, Chief of Statistics, Kaiser Health Foundation; Mr. Harry Pollard, Labor Economist, San Francisco; Mr. Robert J. Burrill, Director of Sales, California Physicians Service; and Mr. Laurence B. Huston, Jr., Assistant Secretary, Aetna Life Insurance Company. Some 120 persons attended the conference.

15. Health Insurance for the Older Worker

On March 24, 1960, the Institute presented, in cooperation with the California Labor Federation, a one-day conference on "Health Insurance for the Older Worker." The opening address was given by Dr. Arthur M. Ross on "The Older Worker in America." Dr. Breslow, Director of the Bureau of Chronic Diseases of the California State Department of Public Health, addressed the conference on "The Health of the Older Worker." Dr. Breslow's talk was followed by a panel composed of representatives from the California Medical Association, the insurance industry, the Kaiser Health Foundation and the California Labor Federation. The first speaker in the afternoon was Mr. Ted Silvey of the AFL-CIO Department of Social Security, who spoke on the Forand Bill. He was followed by a panel of similar composition to the morning panel. The final address of the conference was given by Mr. Albin Gruhn, President of the California Labor Federation, on "The Responsibility of the Community for the Older Worker."

Some 150 people attended the conference.

16. Residential Training Institutes

The Institute has been chosen as the site of two residential training courses for union representatives to be presented in cooperation with the National Institute of Labor Education and the AFL-CIO. Each course will last ten weeks. About 20 labor representatives will be enrolled in each. The first institute will be held in 1961, the second in 1962.

The core of the institutes will consist of four main courses in labor history, political science, economic problems, and in psychology and sociology. Special one-day seminars will be held each week on selected topics. At least three evenings a week will be given up to informal discussions between faculty and students.

The two other universities chosen for the NILE residential training institutes are Cornell and Michigan. The labor members of the Community Advisory Committee, and a special Faculty Advisory Committee, participated in the drafting of the proposals for the administration of the institutes. Mr. C. R. Bartalini, President of the California State Council of Carpenters, was invited by NILE to serve as the Western States labor representative on the advisory committee which will supervise the administration of the program.

17. Management University Seminar

This seminar on the Philosophy of Management continued its monthly sessions under the leadership of Professor Mason Haire. The aim of the group is to discuss basic problems of management rather than day-to-day operating questions. The seminar is invitational and is made up of top executives from a variety of industries.

Recent discussions have centered upon the Committee for Economic Development report, "Economic Problems of the Western World," "Power without Property," by Adolf A. Berle, Jr. and David Granick's book, "The Red Executive."

18. Industrial Relations Seminar

A seminar of approximately forty participants, who meet once a month for dinner and discussion. Co-chairmen this past year were Arthur M. Ross and George Hildebrand, Director of the Institute at UCLA. Seminar members are primarily industrial relations directors, personnel managers and executives of employers associations.

Subjects covered at seminar meetings are usually in the area of labor and management relations, collective bargaining, labor legislation and personnel administration.

19. Supervisors' Forum

An invitational seminar group of approximately forty supervisors from a cross-section of Bay Area industry. The Forum meets monthly for dinner-discussion under the sponsorship of the Institute. William E. Rogin serves as moderator.

The objective of this group is to aid in the development of members as effective representatives of management. Because of this, the emphasis is on individual participation in Forum meetings and activities.

At Forum meetings, members consider supervisory problems and practices, with occasional guest speakers presenting current information on labor relations and management development of interest to supervisory personnel.

The 7th annual Spring Conference of the Supervisors' Forum was held Saturday, May 14, at the Castlewood Country Club in Pleasanton. Over 100 management representatives attended.

The program developed in cooperation with the Institute, featured a keynote address by Raymond A. Smardon, Manager of the Distributors Association in San Francisco. Leaders of conference discussion sections were Mr. B. A. Bravinder, Personnel Director of Pacific Telephone and Telegraph Company, who discussed, "Personnel Evaluation," Mr. Edwin L. Rule, Manufacturing Manager, Hexcel Products, Inc., who considered "The Supervisor's Role in Industry," and Samuel G. Trull, Acting Assistant Professor of Business Administration, who led a conference session on "Communications in Management."

20. Closed Circuit Television

The Institute worked with the School of Business Administration in the acquisition of closed circuit television equipment which will be housed at the Institute. Several demonstrations have indicated a high degree of interest on the part of industry.

This equipment will be used for experimental work in communications and will be available to administrative and faculty personnel of the University.

21. Industrial Relations Alumni Association

Extension students who have completed at least four courses in the Certificate program, or graduates of the regular University curriculum in industrial relations or labor economics are eligible for membership in the Industrial Relations Alumni Association. This group schedules regular dinner meetings to learn about and discuss current developments in labor relations and personnel administration, and to exchange views on problems of mutual interest.

Recent guest speakers have been Congressman Jeffery Cohelan who spoke on "The New Labor Reform Act," Professor Lyman Porter who discussed "Expectations in Human Relations and Supervisory Training," and Mr. Elmore Nelson, Bureau of Labor Statistics, who spoke on "Manpower--Challenge of the 1960's."