

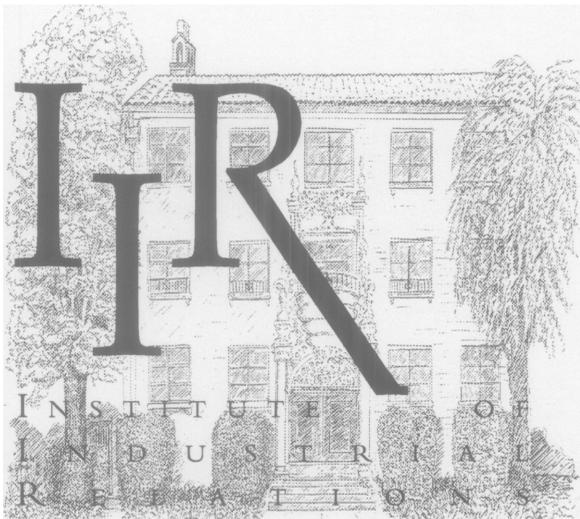
*Institute of
Industrial Relations*

*Annual Report
1997-1998*

*University of California,
Berkeley*

*Institute of Industrial Relations
Annual Report
1997-1998*

University of California, Berkeley

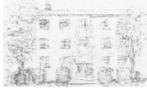


James Lincoln, Director
David Levine and Kim Voss, Associate Directors
Kent Pinster, Management Services Officer



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Mission

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James Lincoln

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David Levine and Kim Voss

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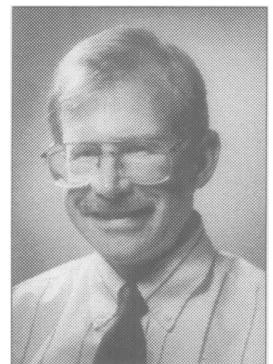
David S. Stern, School of Education

MISSION STATEMENT

The Institute of Industrial Relations (IIR) is an Organized Research Unit (ORU) on the Berkeley Campus of the University of California. It was created by an act of the California Legislature in 1945 to promote labor and workplace research, education, and community service relating to labor, industrial relations, and the workplace. IIR carries out this mission through its support for the research of an interdisciplinary group of Berkeley faculty and students, its academic and community-oriented publications, and its various outreach activities. IIR is distinctive among Berkeley ORUs in its relative emphasis on service to external constituencies, including unions and their members, human resource managers, workforce populations such as women and immigrants, and the community and state as a whole.



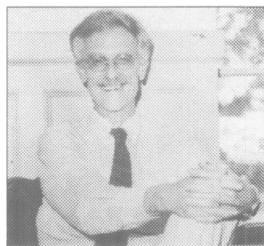
Associate Directors Kim Voss and David Levine.



Kent Pinster, IIR's Management Services Officer.



LETTER FROM THE DIRECTOR



Jim Lincoln

Dear Friends, Colleagues, and Visitors,

Welcome to the Institute of Industrial Relations. We are an Organized Research Unit (ORU) on the Berkeley Campus, offering research support to faculty and students, sponsoring interdisciplinary educational programs, and providing service to the broader community. Our research and outreach deal with the employment relationship, labor relations, organization and the workplace, and a number of related fields. IIR is distinctive among Berkeley ORUs for its relative emphasis on service to external constituencies, including organized labor and human resource managers.

IIR is highly interdisciplinary, drawing faculty and students from Business, City and Regional Planning, Economics, Education, Geography, Law, Political Science, Psychology, Sociology, and other fields. IIR supports faculty and student research with office space, research assistance, a professional grants administration staff, computer facilities and a library that provides a range of information services.

IIR has established a number of new faculty-run research and intellectual centers in the past year. These include: The Center for Culture, Organization, and Politics under Professor Neil Fligstein in Sociology; The Center for Labor Economics under Professor David Card in Economics; and The Center for Labor Politics directed by Ruth Collier in Political Science.

IIR is also a locus of international research and education on the Berkeley Campus. It hosted a major conference on labor in the Pacific Rim, cosponsored the Dialogue on Cuba, and ran a series of smaller conferences with scholars and labor and management practitioners from China, Germany, Japan, Finland, Norway, Spain, and Sweden.

IIR's outreach programs include training and facilitation, conferences and seminars, educational publications, reference and information services through the IIR Library, applied and contract research, and other activities serving specific external communities. IIR outreach units are the Center for Labor Research and Education (CLRE), California Public Employee Relations (CPER), the Center for Risk Mitigation (CRM), the Labor Project for Working Families, and the Center for Organization and Human Resource Effectiveness (COHRE). CLRE and CPER deal primarily with labor issues, whereas CRM and COHRE focus more on the management side.

This was the year for personnel change at IIR. I took over as Director and thankfully am backed up by Associate Directors David Levine and Kim Voss. Kent Pinstar is now our Management Services Officer, having overall responsibility for IIR's day-to-day operations. Meilin Huang, our new Grants Officer, is here to give IIR faculty, students, and staff the best grants and contracts support the Berkeley Campus can provide.

There are many new faces, too, at the Center for Labor Research and Education, IIR's oldest and largest outreach organization. Kirsten Spalding is now Chair. Katie Quan, a former Vice President with UNITE, and Carol Zabin, a labor economist from UCLA, joined her just this spring as Academic Specialists. Rebecca Armstrong and Jacob Ely also signed on this year as Program Coordinators. The Labor Center has been highly active, offering numerous conferences and research projects and a variety of training and facilitation activities. In a year when labor and union issues have been much in the news and on the public mind (the UPS, BART, and GM strikes; the Teamsters Election; Proposition 226), CLRE has been very busy accommodating requests from the press and the community for commentary and research.

Our California Public Employees Relations (CPER) unit, under Carol Vendrillo

and Eric Borgersen, with the support of Stefanie Kalmin and Sharon Melnyk, continues its efficient and professional operation of publishing journals and pocket guides that keep employees and agencies abreast of developments in the courts and at the bargaining table.

The Center for Organization and Human Resource Effectiveness (COHRE), under Cristina Banks, David Levine, and Ray Miles, had a productive year with several academic-executive conferences, a working paper series, and a variety of start-up research projects at major Bay Area companies.

IIR's Library, under Terry Huwe and Janice Kimball, provides an array of information services to the campus and external communities. The Library won the 1998 John Sessions Memorial Award of the American Library Association and AFL-CIO. The award is donated by the AFL-CIO and given for outstanding service to a library or library system in recognition of work with the labor community.

IIR's research and service units also publish a variety of journals and reports. Among them: *Industrial Relations*, our academic journal on labor and employment research; *Labor Center Reporter*; *California Workers' Rights Handbook*; *California Public Employee Relations* journal; and a number of special purpose publications.

IIR is a unique institution that represents the core values of the Berkeley Campus in its dual mission of leading-edge research and high-level service to the community, state, and nation. These are exciting times for an academic organization grappling with critical contemporary problems in labor, organization, and society.

With warm regards,



Jim Lincoln
Director

ORGANIZATIONAL CHART





CENTERS AT IIR

IIR

INSTITUTE OF
INDUSTRIAL
RELATIONS



RESEARCH CENTERS AT IIR

Much of the work at IIR is carried on by centers. Since IIR's chief "products" are research and service, some centers have a research and intellectual mission, while others specialize in outreach to the external community. The difference between the research and service objectives is not necessarily large, since much of IIR's service consists of applied research and education that benefits constituencies such as unions, public employees, and human resource management. IIR's outreach centers regularly use faculty and students in these activities.

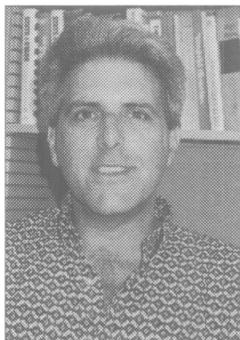
Research centers at IIR are directed by a UCB faculty member and are of two main types. One is built around a large-scale program of research conducted by a team of faculty and students. Theses and dissertations, as well as working papers and published articles and books, are the intellectual output of the centers, although conferences, workshops, and other scholarly activities occur as well. Examples include the Centers for: Organizational Theory under Glenn Carroll; Labor Politics under Ruth Collier; and Work, Technology, and Society under Clair Brown. Other centers have the somewhat broader mission of building community among diverse scholars through discussion and debate of some common intellectual themes. Research is done by individual participants, but it may not be formally coordinated by the center per se. Examples are the Centers for: Culture, Organizations, and Politics under Neil Fligstein; Labor Economics under David Card; and Risk Mitigation under Karlene Roberts.

Outreach has been a major part of IIR's mission since its founding by Clark Kerr in 1945. The IIRs at Berkeley and UCLA owe their existence, at least in part, to the efforts by California unions and their federations to establish, within the University of California, a school of industrial or labor relations such as that at Cornell and other major universities. That school did not materialize, but the State of California did make a commitment to research, education, and service to labor through the establishment of the two IIRs.

Outreach centers are typically directed by IIR's own professional staff. Their activities include training and facilitation, conferences and seminars, educational publications, reference and information services through the IIR Library, applied and contract research, and other activities serving specific external communities. Outreach units at IIR are the Center for Labor Research and Education (CLRE), California Public Employee Relations (CPER), the Labor Project for Working Families, the Center for Risk Mitigation (CRM), and the Center for Organization and Human Resource Effectiveness (COHRE). CLRE and CPER deal primarily with labor issues, whereas COHRE and CRM often cover the management side.



CENTER FOR CULTURE, ORGANIZATIONS AND POLITICS



Neil Fligstein

**Prof. Neil Fligstein,
CHAIR**

**ELIZABETH ARMSTRONG,
GRADUATE ASSISTANT**

The Center for Culture, Organizations and Politics (CCOP) explores research devoted to producing sociological and political perspectives on the construction of institutions. There is a renewal of interest in the social sciences as to how social institutions (defined as rules that guide interaction) are formed. This interest has been fueled by attempts to understand important changes in politics and economics, such as the emergence of identity politics of all kinds, the crises induced by changes in work, the globalization of production, and the problems of development presented by both Third World and formerly socialist societies.

The CCOP began as an informal seminar organized in 1996 by Professor Fligstein. This was the first year that the CCOP functioned as an organized unit. The Center has a Faculty Steering Committee consisting of Professors Chris Ansell (Political Science), Lauren Edelman (Law School), and Raka Ray (Sociology).

The main activity of the Center is a monthly seminar comprising graduate students and faculty in Sociology, Political Science, and the Law School. The seminar has a unique format where faculty and students present a working paper to the group. Two members of the group act as discussants to start a dialogue between the person who wrote the paper and the other members of the seminar. Seminars typically run two hours.

This year there were nine seminars. Papers were presented by Chris Ansell (Political Science), Nancy Latham (Sociology), Rod Benson (Sociology), Kim Voss and Rachel Sherman (Sociology), Sean Stryker (Sociology), and Neil Fligstein (Sociology). The topics were related in their attempts to understand how a particular social institution emerged or was transformed, for example, Chris Ansell's paper concerned the formation of the French Socialist Party from the splintered working class organizations in France. Nancy Latham's paper took up the question of how business schools, consulting firms, and business ideologies formed an institutional field. Kim Voss and Rachel Sherman were interested in why union leaders did or did not perceive their unions were in crisis and how they framed that crisis. Three speakers were brought in from the outside: Professors Doug McAdam (Stanford-Sociology), Alec Stone (UC Irvine-Politics), and Rich Wood (University of New Mexico-Sociology). Two of the presentations (McAdam and Wood) were concerned with social movements formation, strategy, and relative success, and one (Stone) about the process of judicialization.

The Center provides small grants to support graduate student research projects relevant to the mission of the Center. Professor Fligstein accepts proposals and funds up to \$2,000 in expenses. These funds are intended to underwrite the costs of travel, purchasing documents or data, or gaining research assistance to gather data. This year the Center has provided funds for Katherine Dale (Political Science), Laura Schmidt (Sociology), Ann Clunan (Political Science), Rhonda Evans (Sociology), and Jason McNichol (Sociology).

The most important public activity of the Center this year was the sponsoring of a conference entitled, "Economic Sociology and Market Dynamics," February 20-22, at the Institute of Industrial Relations. The conference was co-sponsored by the Kellogg School of Management at Northwestern University, the Institute of Industrial Relations (Berkeley), the Institute of International Relations (Berkeley), and the Institute for Governmental Studies (Berkeley). Participants included 30 faculty and 28 graduate students from the Departments of Political Science, Sociology, Geography, and the Business School at Berkeley. There were also a substantial number of participants from Stanford, UC-Davis, Northwestern, Columbia, and a number of other universities.

The Center has started a web page and a paper series. The web page is located at: <http://socrates.berkeley.edu/~iir/culture/index.html>.

The main purpose of the conference was to bring together scholars who were trying to understand economic processes from perspectives critical of economic theory. This field has been developing for some time in the substantive literature on the study of market processes in advanced industrial societies, Third World development, and the transitions from socialism. The goal of the conference was to try and attain some agreement about the main approaches to questions and to explore how we could push our collective work forward by taking one another into account in our research projects. Most participants agreed that this requires a shared view of how institutions come into existence and how they are transformed.

The conference was successful in several respects. First, we used an innovative structure to maximize discussion and minimize partisanship. Small work groups initially decided which questions were important to the field, and people chose which questions they wanted to discuss in more depth. Finally, four participants wrapped up the conference by discussing what they thought was accomplished.

More information about the conference and the Economic Sociology listserv are available at the CCOP web site. Anyone interested in more information about CCOP or in joining the seminar, should contact Elizabeth Armstrong (510/643-7076). For more information about the small research grants, contact Professor Neil Fligstein (fligst@uclink4.berkeley.edu). Next year, Professor Fligstein will be on leave. Professors Kim Voss (Sociology) and Lauren Edelman (Law School) will take over running the seminar. The fall seminars already are being assigned. There will be outside visitors to the seminar and a possibility that Professor Edelman will organize a workshop on how law (particularly law regarding employment practices) effects organizations.



CENTER FOR LABOR ECONOMICS



David Card

**Prof. David Card,
Chair**

The Center for Labor Economics was established in the fall of 1997 to promote economic research on the programs and policies that affect the labor market, and on the forces that impact labor markets today, including technological change and globalization. The main activities of the Center include a weekly informal "Labor Lunch" seminar for faculty and graduate students working in the area, a formal weekly seminar series, and the sponsorship of visiting research scholars. The Center also supports a working paper series for early dissemination of faculty and graduate student research.

The weekly Labor Lunch series was held on Fridays in Evans Hall over the past year, and has become a popular forum for researchers in Berkeley and the Bay Area to present new work and garner feedback from a broad audience. Presenters included 12 graduate students from the Department of Economics, eight faculty and visiting scholars from Berkeley, and six presenters from other local institutions.

Visiting scholars are a vital facet of the Center's activities. During the fall term the Center sponsored week-long visits by Professor Kristin Butcher, of Boston College, and Professor John DiNardo, from UC Irvine. In January, Professor Andrew Hildreth, from University of Essex, arrived as the Center's first long-term visitor. Professor John van Reenen, from University College London, joined the Center in April. Finally, Professor Michael Boozer, from Yale University, visited the Center in July and August. Visitors for 1998-99 will include Professor Alan Manning, of the London School of Economics, and Professor Richard Blundell, of University College London.

The research of Center associates addresses a diverse range of issues in the labor market. Education is one common theme: graduate students Enrico Moretti and Miguel Urquiola from the Department of Economics are conducting Center-sponsored research on the importance of education in local labor markets, and on the effect of school finance reform on the distribution of education resources. David Card is studying the effects of school finance reform on SAT achievement test scores and recently completed a study of the Canadian "G.I. Bill" that helped returning World War II veterans to attend college. Welfare reform is a second area of intense research activity. Professor Hilary Hoynes (Department of Economics) recently completed a study of the effect of local labor market conditions on welfare participation rates in California counties. Hoynes and Professor Nada Eissa (also in the Economics Department) are assessing the effects of the Earned Income Tax Credit program on work and earnings of lower-income families. A third topic of interest to many Center associates is immigration. Michael Greenstone, who recently came to Berkeley as a Robert Wood Johnson Foundation post-doctoral fellow, is studying the effect of ethnic enclaves on the labor market success of Hispanic immigrants. David Card is studying the effects of immigrant inflows on the labor market outcomes of less-skilled natives and also has completed a study of the labor market success of "second generation" children of immigrants. A fourth research topic of growing interest is the interaction between the labor market and environmental regulation. Michael Greenstone is studying the impact of stricter air quality standards on job growth in the manufacturing sector. Greenstone and Professor Kenneth Chay (Department of Economics) also are researching the effect of air quality regulations on labor and housing markets in different U.S. cities.



CENTER FOR LABOR POLITICS

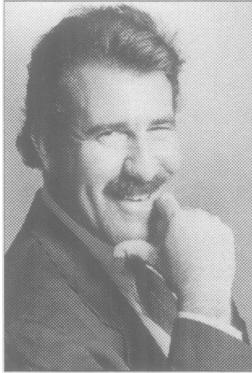
Prof. Ruth Collier,
Chair

Over the last two decades, fundamental economic changes have generated a number of challenges for labor and labor representation. While scholarship on the advanced industrial world has made significant strides in comparatively and systematically analyzing these developments, scholarship on a “second tier” of industrializing economies has remained more fragmentary and less systematically comparative, caught up on the problems of a lack of comparative data and the challenge of cross-area research. The Center for Labor Politics was formed to address this lacuna by facilitating the availability of comparative data and generating a research community of scholars with different area and country expertise to study labor politics in Asia and Latin America.

Faculty at the Center are investigating ways in which economic changes, especially marketization and changes in labor processes, affect labor’s political representation. The goal is to advance research on the changing insertion of the working classes in politics through shifting forms of representation and/or control by unions, political parties, and new social movements. The major activities of the Center are data collection, aimed at facilitating comparative work across, as well as within, Asian and Latin American countries; a semi-annual workshop, which will form the basis of a series of edited volumes; and, pending funding, a post-doctoral fellowship program.



CENTER FOR ORGANIZATIONAL THEORY



Glenn Carroll

Prof. GLENN CARROLL,
CHAIR

It is widely recognized that in modern industrial economies, productivity and innovation differences among firms are largely attributable to organizational factors. Founded in 1995, the Center for Organizational Theory (COT) examines these factors by seeking to advance basic and applied knowledge about organizations and organizational processes. Research conducted to date within COT has focussed on examination of organization-wide phenomena such as culture as well as the investigation of organizational populations and industry evolution. COT seeks to provide research support and infrastructure for social scientists from all disciplines, especially sociology, psychology and economics. COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate and industries evolve.

Demography of Corporations and Industries

The major ongoing research project of COT focuses on the demography of corporations and industries. The goal of this project is to provide an empirical base suitable for examining the implications of demographic turnover in the corporate world for the role of the corporation in society. If a developed corporate demography is to provide knowledge useful for understanding the changing role of the corporation in contemporary societies, it must be able to address the following issues: (1) Are current vital rates diverging from historic rates and, if so, what is the trend? (2) How much change in vital rates over time reflects structural change (change in rates for the same kinds of organization) versus compositional change (change in the mix of organizations in the system)? (3) To what extent do the patterns of vital rates of newly emerging populations and industries and those undergoing renewals resemble those for similar populations that grew in earlier periods? (4) How similar are the levels and trends in vital rates for similar populations operating in different countries (and is globalization causing rates to converge)?

Several decades of research by organizational sociologists provide some methodological and empirical foundations for answering these questions. We are now building on these foundations and attempting to answer the orienting questions in a deeper and broader way. Our agenda has several parts: (1) clarifying basic methodological issues, especially issues involving appropriate and feasible observation plans and strategies of analysis, (2) systematizing existing research and making data available to other researchers, (3) conducting empirical research that addresses historical changes in vital rates, new forms, renewals, and international comparisons, and (4) graduate training. An extensive monograph organized around this agenda has been prepared by Glenn R. Carroll and Michael T. Hannan (of Stanford University). The monograph relies heavily on the research of many researchers trained in organization theory at Berkeley and Stanford. It is due for publication within the next year, at which time COT would like to sponsor a conference on corporate and industrial demography.



CENTER FOR RESEARCH IN INTERNATIONAL LABOR AND INDUSTRIAL RELATIONS

Prof. Lloyd ULMAN,
CHAIR

The Center for Research in International Labor and Industrial Relations developed plans for a small international conference to be held on the Berkeley campus in 1999. It will be a conference on union perspectives on selected problems of importance in Germany, Japan, and the U.S. The purpose is to provide a forum for a small group of unionists from the three countries to exchange views on the nature of the problems involved and on what trade union responses to them should be. The problems include unemployment, industrial restructuring and downsizing, outsourcing and low-wage competition, restraints on international trade and investment, and systems of worker representation. The invited unionists will be the discussants; faculty participation will consist in framing agenda questions; actively chairing the sessions; and serving as rappers. In addition to IIR and its Labor Center, prospective sponsoring Berkeley institutions include the Center for German and European Studies and the Center for Japanese Studies (Berkeley), WZB Institute (Berlin), Abteilung Politische Wirtschaftslehre und Arbeitsökonomie (Hannover), Hitotsubashi (Tokyo), and Doshisha (Kyoto).



Prof. Lloyd Uрман (far left) poses with other former directors of IIR (from left to right): George Strauss, Clark Kerr, Raymond Miles and Sheldon Zedeck.



CENTER for WORK, TECHNOLOGY AND SOCIETY



Clair Brown

**Prof. CLAIR BROWN,
CHAIR**

**MARY KAY STUVLAND,
PROJECT COORDINATOR**

The Center for Work, Technology and Society (WTS) was founded to support research and education in those specific areas—work, technology and society. Technological change is creating important shifts in the workplace—how work is done, how work and technology are managed, and what skills and knowledge are required. At the same time, technology is affecting society in how we live. WTS will explore these relationships between work and technology and society in order to help business and government leaders develop sound practices and policies.

WTS is currently planning two conferences for 1999. In conjunction with the Center for Western European Studies, WTS will examine the role of organizations in economic outcomes in the U.S., Germany, and Japan. The conference is titled “Institutions and Labor Market Outcomes in the United States, Japan, and Europe.” Professors Lloyd Ulman and Gerald Feldman are the conference organizers.

The second conference, “The Impact of Globalization on the Relationship Between Economic Performance and the Standard of Living,” is part of a pilot project with scholars from ten to twelve countries, including Asia (Japan, China, South Korea, India), Europe (Germany, France, Italy, UK), and North America (United States, Mexico, Canada). In preparation for the conference, participants will be asked to develop common charts to the extent possible to facilitate comparisons across countries. At the conference, scholars will make a short presentation on the data and what is already known about the standard of living. In addition, they will discuss how comparable research could be conducted in these countries to address issues of globalization, economic performance, and the standard of living. Professor Clair Brown is the conference organizer.

Several of WTS’ research papers are available on line, as well as more information on its research areas. Its web site address is <http://socrates.berkeley.edu/~iir/worktech/>.



The semiconductor globalization team posed with their Motorola (China) Electronics hosts in front of the Tianjin, China, offices. From left to right: Ling Huang, graduate student in the Department of Economics (UCB) and team itinerary coordinator in China; Fred Miles, Director of Human Resources, Semiconductor Products Sector for Motorola in China; team leader Clair Brown, Professor of Economics (UCB), and Chair of CWTS; team member Melissa M. Appleyard, Professor of Business Administration at the Darden School, University of Virginia; and team member Benjamin Campbell, graduate student in the Department of Economics (UCB).

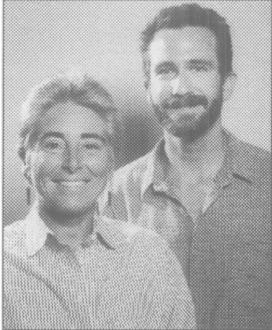


**COMMUNITY OUTREACH AND
RESEARCH CENTERS**

IIR
INSTITUTE OF
INDUSTRIAL
RELATIONS



CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM



Carol Vendrillo and Eric Borgerson

CAROL VENDRILLO,
DIRECTOR AND EDITOR

ERIC BORGERSON,
ASSOCIATE EDITOR

STEFANIE KALMIN,
MANAGING EDITOR

SHARON MELNYK,
PRODUCTION/CIRCULATION
MANAGER

The California Public Employee Relations (CPER) Program began in 1969 in response to requests from management and labor representatives for assistance in dealing with the special problems involved in public sector employment relations. The CPER program has adapted as public sector bargaining has grown and evolved. It now serves the changing needs of those involved in public sector employee relations — lawyers, union and management officials, consultants, arbitrators, and those engaged in public policymaking and academic endeavors.

The Program publishes the bimonthly journal, *California Public Employee Relations*, and the CPER Pocket Guide Series which consists of concise guides to the various laws operating in the public sector. The Program also provides reference and consultation services; cooperates with labor relations, academic, research, and community organizations; and assists visiting scholars, faculty, students, public policymakers, and the news media. Through its nonadversarial, analytical approach, CPER has achieved high visibility among practitioners concerned with developments in the field.

In conjunction with the Labor and Employment Law Section of the State Bar, CPER sponsored the Fourth Annual Conference on Public Sector Labor and Employment Law. CPER enjoys a close cooperative relationship with the section and, for the third consecutive year, it received a grant from the section to fund an intern program that provides law students with the opportunity to acquire experience in the specialized field of public sector labor law. In October, CPER joined the California Foundation for Improvement of Employer-Employee Relations in co-sponsoring its annual conference, titled "America's Public Schools: Meeting the Challenge."

CPER has worked on education programs and conferences in cooperation with IIR's Center for Labor Research and Education, the Labor Project for Working Families, California Foundation for Improvement of Employer-Employee Relations, California Public Employers Labor Relations Association, the Labor and Employment Law Section of the State Bar of California, the American Bar Association, the American Arbitration Association, the California Mediation and Conciliation Service, and the Federal Mediation and Conciliation Service.

For a list of the Program's publications, please refer to page 42.



CPER staff members Sharon Melnyk and Stefanie Kalmin.



CENTER FOR LABOR RESEARCH AND EDUCATION

KIRSTEN SNOW SPALDING,
CHAIR AND LABOR POLICY
SPECIALIST

KATIE QUAN,
LABOR POLICY SPECIALIST

CAROL ZABIN,
LABOR POLICY SPECIALIST

REBECCA ARMSTRONG,
PROGRAM COORDINATOR

JACOB ELY
PROGRAM COORDINATOR

The Center for Labor Research and Education (CLRE or "The Labor Center") is an outreach unit of IIR. Its mission is labor-related research, education, and service directed at, and for the benefit of, California unions and their federations. IIR's Labor Center and its counterpart at UCLA are the primary institutional links through which the California organized labor community is served, and can tap into the intellectual resources of the UC system. CLRE's research, education, and service programs are (1) activities that address felt needs and concerns in the labor community as articulated by union leaders and other labor spokespersons; and (2) activities initiated by CLRE staff and affiliated faculty to advance skills and stimulate debate in the labor community on critical intellectual and policy issues pertaining to unions, employment, and the workplace.

It was an exciting year of change at CLRE. Two new Program Coordinators, Rebecca Armstrong and Jacob Ely, joined two new Academic Specialists, Katie Quan and Carol Zabin. Led by CLRE Chair Kirsten Snow Spalding, the team is developing new projects for research and labor community outreach in the 1998-99 year that will focus on economic development, organizing, and union transformation themes.

Over the 1997-98 academic year, the Labor Center programs included: trainings for local and international unions, public conferences, seminars and workshop series, faculty and student research projects, and publications. The Labor Center developed an interactive web site for on-line dissemination of research and conference materials, with links to other labor policy resources.

Highlights From 1997-98 Labor Center Programs:

Trainings and Dedicated Research

- The Labor Center taught 65 shop stewards from the Office and Professional Employees Union how to handle workplace grievances.
- Working with a study team of union members and management, the Labor Center developed a democratic process for job classification for the Santa Clara Valley Water District and trained appeals board members to hear appeals from employees in the job classification process.
- Faculty member Neil Fligstein and graduate student Leslie Bell conducted a wage and job classification study for IFPTE 21.
- Building on the Labor Center's prior Labor-Management Partnership research, the Labor Center did an evaluation of the partnership between the County of Santa Clara and the five unions that represent its workers.
- Kirsten Snow Spalding and Professor Michael Reich did economic research and offered expert opinion into the economic effects of a card check neutrality agreement where the City of San Francisco has a proprietary interest in the project.

Conferences

- The Labor Center offered two exciting programs with the state Building and Construction Trades Council. In the fall, CLRE convened a round-table discussion with 42 organizers. This meeting led to a bi-monthly meeting of a working group of organizers from four crafts and, then, to a two-day organizers retreat in February where 65 organizers shared best practices and strategies for multi-craft organizing campaigns.

- With funding from the Ford Foundation, CLRE and the Higgins Center for Labor Research at the University of Notre Dame presented a two-day conference: *High Performance Pensions: Multi-Employer Plans and the Challenges of Falling Pension Coverage and Retirement Insecurity*. Over 60 union trustees and pension professionals participated in panel discussions and workshops with faculty members and AFL-CIO representatives. The papers that came out of this conference have been used as the basis for trustee curriculum by the George Meany Center and currently are being developed for academic presentations.
- In 1998, the CLRE presented its second Global Conference: *Human Rights and Labor Solidarity: Working in the Pacific Rim*. The conference brought together human rights activists with labor activists from Korea, Indonesia, Burma, Thailand, Cambodia, the US, and Canada. This conference sparked an international labor leader exchange program and ongoing work between the US and international human rights community and local labor activists.

Publications

In addition to working papers from the pension project, the labor management partnerships project, and the building and construction trades organizers project, the top sellers from the Labor Center publications department are:

- *What to Do When You Get Burned by the Press*
- *Can They Just Fire Me?*
- *California Workers Rights: A Manual of Job Rights Protections and Remedies*, (2nd Edition)
- *Hey, the Boss Just Called Me Into the Office: The Weingarten Decision and the Right to Representation on the Job*.

Over 900 subscribers receive three issues per year of the *Labor Center Reporter*. Each issue explores a labor policy question with a series of articles edited by graduate students and Labor Center staff. The 1997-98 issues were "The Pacific Rim," "Work and Family," and "Pension and Benefits." The *LCR* Calendar provides a listing of our ongoing projects.

Web Site

The Labor Center web site has grown by leaps and bounds over the last year due to the creative energies of Jacob Ely, Labor Center Program Coordinator; Terry Huwe, IIR's web master and head librarian; and graduate student Greig Guthey, who created the Labor Management Partnership Information Clearing House. The web site leads visitors to an interactive forum on labor policy questions, working papers, and new Labor Center research, links to other labor policy research and resources, and a current Calendar of Labor Center programs.

Research

The big research undertaking this year was the multi-faceted project on multi-employer pensions.

- Faculty member Michael Reich and Notre Dame Professor Teresa Ghilarducci produced a series of papers on multi-employer pensions, including: *What is a High*

Check out CLRE's web site at: <http://socrates.berkeley.edu/~iir/clre/clre.html>.

Performance Pension Plan?, Who Manages the Big Money?, and Pensions and Training.

- Kirsten Spalding and graduate student Elizabeth Rudd wrote a comparative case study of the economically-targeted investment policies and practices of two Taft-Hartley Pension Funds.
- Law student Matthew Kramer and Kirsten Spalding wrote: *What Trustees Can Do Under ERISA.*

All of these working papers currently are being revised for publication in academic and professional journals.

The Labor Center also produced working papers in conjunction with the Pacific Rim conference and the Labor Management Partnership projects, including the evaluation of the Santa Clara County partnership.

Union Services

- The Labor Center developed questions for high school scholarship essays for the Laborers International Union, the Operating Engineers Local 3, and the California Labor Federation.
- Labor Center specialists and program coordinators offered union members and leaders technical assistance in finding answers to labor research questions using IIR's library, the web, and other University research resources.
- The Labor Center provided academic perspectives to the public media on over 35 labor policy questions, including the Kaiser Permanente/California Nurses strike, the privatization of social security, trends in collective bargaining, and the impact of eliminating daily overtime in California.

Seminars

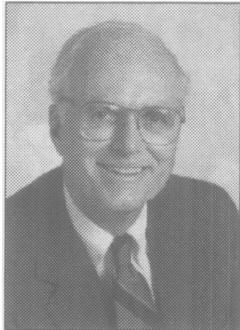
The Labor Center hosts a series of eight Bay Area Labor Studies Seminars per year. These seminars bring together academics, graduate students, labor leaders, and rank and file members on topics of interest. For a list of this year's topics, please refer to page 36.



Labor Center staff (from left to right): Jacob Ely, Asha Goines (student assistant), Kirsten Snow Spalding, Carol Zabin and Rebecca Armstrong. Absent is Katie Quan.



CENTER FOR ORGANIZATION AND HUMAN RESOURCE EFFECTIVENESS



*COHRE Advisory Board
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**Debbie Woods,
PROGRAM COORDINATOR**

Over the last year, COHRE made significant progress as a start-up enterprise that combined enormous capabilities and a broad menu of needs and interests. We focused on sharpening the vision and exploring points of common interest across faculty and executives. Increasing globalization, the pace of technological change, and the changing structure of market regulation were driving forces in all of our environments. While specific impacts varied, increased competitive pressure was common across companies – the demand for higher quality at lower prices – along with significant shifts in the size and makeup of our workforces and the recognition that new approaches to organizing and managing were imperative.

COHRE sought to explore several broad issues in the form of small conferences attended by both faculty and business executives. The first conference, held in October, focused on knowledge management. Two international experts made presentations and led discussions on knowledge generation, transfer, and management. Ikujiro Nonaka, the Xerox Visiting Professor of Knowledge at the Haas School of Business, described the elements of the organization essential to the creation and sharing not only of explicit know-how but also of the tacit knowledge that can only be shared by interpersonal, collaborative interaction. Leif Edvinsson, who is rapidly becoming the most visible executive in the world in the area of “intellectual capital” management and accounting, described his team’s work at Skandia Insurance of Stockholm in accounting for human assets on company balance sheets and in the creation of “future centers” where cross-sectional teams create responses to current and emerging challenges.

The second conference, held in May, focused more broadly on important organizational issues that arise from major drivers in the business environment: globalization, technological advances, and the knowledge economy. Faculty made short presentations and led discussions on a variety of organizational issues. Topics included managerial responses to competing and even conflicting revolutions, the change in pay and wage structures in a market-driven economy, organizational structures that fit global management needs, a new model of graduate education in information management and systems, the shortage of technical talent, recruitment and retention, changing employee-organization contracts, and developing creativity and innovation while protecting knowledge assets. Interaction between executives and faculty was lively, and several themes emerged from the discussions which will continue to be explored at future conferences.

Most significantly, several faculty-company research teams were created and have begun work on an ambitious research agenda. Faculty from various Berkeley departments have joined with sponsoring organizations to investigate several factors that affect organizational effectiveness. One team will focus on knowledge creation and transfer, another will focus on the new employment relationship, and a third will focus on issues of globalization. Research projects have been designed for all sponsoring organizations and three new organizational members.

COHRE made a good start this year in providing important new information to our business partners and for creating the opportunity for generating cutting-edge information through future research projects. As the Center builds a more complete picture of where modern organizations are heading and why, it can help organizations anticipate rather than react to major changes in the environment.



CENTER FOR RISK MITIGATION



Karlene Roberts and Tom Mercer

**THOMAS MERCER,
USN-RET.,
EXECUTIVE DIRECTOR**

**PROF. ROBERT BEA,
ACADEMIC CO-DIRECTOR**

**PROF. KARLENE ROBERTS,
ACADEMIC CO-DIRECTOR**

The Center for Risk Mitigation (CRM) was formed in February 1997 with initial funding provided by IIR. CRM was established as a continuation of the research effort on High Reliability Organizations (HROs) that began in 1985. This project has studied and published extensively on the safety of air and maritime operations of Navy nuclear-powered aircraft carriers, FAA air traffic control operations, and Pacific Gas and Electric's Diablo Canyon nuclear plant and western electrical distribution grid. Recent interdisciplinary areas of emphasis have included developing models for the assessment of risk and organizational climate in civilian and military air operations; maritime oil tanker, offshore platforms, and terminal operations; the banking industry; emergency medical management, and police and fire departments worldwide.

CRM's main objective is to generate, synthesize, and compile knowledge, research, and theory in the area of risk mitigation, safety of operations, and organizational performance reliability. This includes deriving a better understanding of the relationships between the technological core of organizations, their operational requirements, and the various environmental constraints they face. CRM researchers have identified mechanisms by which organizations can increase their reliability, many of which have been exported across industries.

CRM's primary focus is organizational reliability (with safety as one component) and the efforts of the organizations to accomplish their mission(s) reliably and in a competent manner. CRM provides a forum for organizations that have very different mandates to share and exchange information, engage in research, and participate in educational and awareness activities. Center members will conduct field research and provide on-site consulting to sponsoring organizations. CRM will capitalize on its interdisciplinary human resources, which include university faculty from multiple disciplines including engineering, business, and social science, as well as practitioners representing both the public and private sectors.



LABOR PROJECT FOR WORKING FAMILIES



Netsy Firestein

**NETSY FIRESTEIN,
DIRECTOR**

**LEA GRUNDY,
PROGRAM ASSOCIATE**

The Labor Project for Working Families works with labor unions and in the public policy arena to develop workplace policies for families. Topics include child care, elder care, family leave and flexible work schedules.

The Labor Project publishes a quarterly newsletter, *Labor News for Working Families*, which contains model contract language on work/family issues and related information relevant to labor. It is distributed to approximately 3,000 national organizations, unions, and individuals. The Labor Project maintains a national Labor/Work and Family Database with information including sample contract language from many different industries, research, legislation, policies, and manuals on issues related to labor and work/family. The information is used by labor unions, researchers, labor lawyers, and labor educators across the country.

Over the past year, the Labor Project for Working Families has participated in presentations at the AFL-CIO Working Women's Conference, the Radcliffe Public Policy Institute advisory committee on work and family, Alliance of Work/Life Professionals, the Work in America Institute, the Amalgamated Transit Union National Women's Conference, and others. The Labor Project provides technical assistance to the labor/management Child and Elder Care Committee of H.E.R.E. Local 2 and the San Francisco Hotels; Alameda County Transit/ Amalgamated Transit Union Local 192's child care committee; and the MGM Grand Hotel, Las Vegas labor management committee on child care.

The Labor Project has received several grants to work with the Homecare Workers Union, SEIU Local 616, to develop a workers' center that will provide a meeting place for training, organizing, job referrals, and services for homecare workers.

The Labor Project coordinates with the Working Women's Department of the AFL-CIO in the development of a national work/family program, including a national network of labor work and family advocates. The Center has developed a series of fact sheets on Bargaining for Work and Family. Recently, Lea Grundy and Netsy Firestein co-authored an article entitled, *Bargaining for Families* which was published in the Spring 1998 issue of the New Labor Forum. They also wrote a paper on "Labor/Management and Work and Family Initiatives" for the Work in America Institute project on work and family.



Frozan Wahaj, Industrial Relations Assistant, consults with Labor Project for Working Families Program Associate Lea Grundy.



LIBRARY AND INFORMATION RESOURCES



Terence Huwe

TERENCE K. HUWE,
DIRECTOR

JANICE KIMBALL,
LIBRARY ASSISTANT

The Institute's Library houses the largest labor relations research collection west of the Rocky Mountains. It is an important resource for faculty and students in numerous disciplines. Its print collections exceed 68,000 volumes, including collections of labor and management periodicals, government documents, and books. Of equal importance, the Library is a "gateway" to a vast and growing array of electronic information resources.

Research Support, Public Services, and Collection Development

Reference and research support are the Library's top priorities, and in depth consultations are available to all Library users. The Library spends substantial effort providing guidance and research tools for the use of the Internet. It also provides links to valuable, web-based databases that are available to University affiliates by licensing agreement. The Library is the only facility in the South Campus area that offers access to the University Library's networked CD-ROM towers, which augment and complement the Internet and web-accessible databases. Library staff also search pay-for-use database services (such as Dialog Corporation) in assisting patrons. During 1997-98, the Library experienced a 40 percent increase in overall reference requests, which reflects a general need for information consultation as digital media proliferate. Approximately 20 percent of service requests now originate in cyberspace. The Library continues to add hundreds of books and documents to its collections each year, and it receives many referrals from other campus libraries.

The Library publishes a "Recent Publications" column in IIR's top-ranked scholarly journal, *Industrial Relations: A Journal of Economy and Society*. In 1998, the Library added an "Internet Resources" column. Abstracts from these features are published in ABI/INFORM ("ABI" via the Melvyl system), the leading database for business literature.

Library Administration of the IIR Web

The Library oversees World Wide Web services for the Institute of Industrial Relations, and 1997-98 was a period of phenomenal growth and success in this endeavor. Many new services and programs have been added, and traffic on the site often exceeds 10,000 "hits" per week, and hundreds of thousands of "hits" per quarterly period. The IIR web's goal is twofold: to provide a public presence that describes our many programs, and to make our research output easily accessible to colleagues and friends. To achieve these goals, the Library emphasizes the development of full text resources, including faculty research reports, working papers, Internet guides, and selected chapters of books (by arrangement with publishers or professors who hold copyright).

New Web Initiatives

Several new initiatives were begun during the last year. Professor David I. Levine launched a new IIR Working Paper Series, which is available solely in electronic formats. Professor Neal Fligstein and graduate student Mark Edstrom launched two working paper series that explore economic and sociological issues (see Center for Culture, Organizations and Politics, page seven). The Library and the Center for Labor Research and Education launched a joint venture called the Labor-Management Partnership Information Clearinghouse. This project is a web-based guide to labor-management cooperation. Retired BART Human Resources Director Larry Williams and graduate student Greig Guthey conducted the research, and Library staff consulted in the organization of the material. In June 1998, CLRE specialist Katie Quan and

program coordinator Jacob Ely developed a web-based "opinion poll" that will collect and archive comments and opinions of Internet visitors, who will be invited to comment on issues of interest to Labor. The Library also planned and launched the web site for Professor Clair Brown's new Center for Work, Technology and Society. Professor Brown's web site is particularly noteworthy as it is an online repository for the full-text report of her Sloan Foundation research and several other projects.

Library Contributions to IIR Technology Planning Efforts

Since 1997, overall technology planning and development for IIR have reached a new level of professionalism, which is due in large part to new staff recruitment and broad-based collaboration between IIR units in the planning process. This has had a substantial and positive impact on library and information services. For the last several years, the Library has managed IIR's Student Computing Laboratory, and library staff began the launch of a Windows NT file server in 1997. The server now has stabilized performance in the laboratory and also may become the future home of the IIR web. Library Assistant Janice Kimball will continue to help lab users, but she will coordinate this effort with Jason Jed, IIR's computer resources specialist. The new planning structure also is beneficial for other IIR programs because academic planning about how best to announce and disseminate IIR research has been brought together with the technical discussion of hardware and software needs.

The 1998 John Sessions Memorial Award

In recognition of its performance, the Library was selected as the 1998 winner of the John Sessions Memorial Award, which is jointly conferred by the AFL-CIO and the American Library Association. This prestigious award is given to a library that is nominated on the basis of its service to labor groups in recognition of "outstanding service to the Labor Movement." The Award Committee that selected the Library is comprised of librarians from peer institutions throughout the country. Chair Carol Krismann, Director of the Business Library at the University of Colorado at Boulder, said, "[The IIR Library] reflects the best in library/labor community interaction in its web site, reference work and programs." It should be noted that the award recognizes the entire Library staff, including Librarian Terry Huwe, Library Assistant Janice Kimball, student webmasters Ryan Newell and Maggie Tsan, and student Library Assistants Praise Okoh and Thai Treu.

Publications

Terence Huwe, "Creating Digital Collections: Berkeley's Case Study," *Internet Librarian '97*, <http://www.infotoday.com/il97/internet.htm>.

Terence Huwe, "Libraries and the Idea of the Organization," in Godden, I. (Ed.) *Advances in Librarianship*, vol. 21, New York: Academic Press, November 1997.

Terence Huwe, "UC Librarian Peer Review: Another Model for Faculty Governance," *California Public Employee Relations*, no. 127, December 1997.



FACULTY RESEARCH PROJECTS

IIR
INSTITUTE OF
INDUSTRIAL
RELATIONS



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Major research universities like UC Berkeley are committed to the production of new knowledge through research, as well as to the dissemination of knowledge through teaching. Supporting faculty inquiry is at the heart of IIR's mission. It provides faculty with an intellectual community, administrative support, a library, computing facilities, and seed money to formulate new projects.

Important new research is expensive, however, and neither the Institute nor the University can fully support it. Principal funding for much of the research done at IIR comes from agencies outside the University. IIR plays an essential role in assisting faculty in finding sources of support, preparing grant applications, and administering funding.

NEW AND CONTINUING PROJECTS

A WORKSHOP ON THE DECOMMISSIONING OF OFFSHORE OIL AND GAS FACILITIES IN CALIFORNIA

U.S. Department of the Interior, \$8,500

Robert Bea

The Decommissioning Workshop will have as its primary purpose the clear identification and explanation of the technical issues and tradeoffs involved in the shutdown of offshore oil and gas facilities, and their related onshore processing and support facilities. The ultimate objective will be to provide the necessary information required for interested non-technical individuals to understand the basic decommissioning process and the advantages and disadvantages of the alternative procedures available to achieve the decommissioning objective. A secondary objective will be the creation of a forum for individuals interested in the technical issues. This forum will identify others with similar interests and knowledgeable individuals, and develop a means for receiving additional information. Achieving these objectives will be assisted by the advanced publication of position papers that, in total, describe and explain the decommissioning process and the alternative procedures available. The workshop technical program itself will consist of approximately four hours of presentations. In as clear and straight-forward a manner as is practical to achieve, the presentations will summarize the technical aspects of the decommissioning process and the tradeoffs involved. With UCSB, we will produce a two-day public workshop on the decommissioning of offshore and related nearshore and onshore oil and gas facilities in California. The workshop will serve three purposes: (1) present descriptions of the decommissioning process using examples of recently completed projects; (2) solicit feedback from government agencies, industry and the interested public; and (3) improve communication between government agencies, industry, and the interested public.

INTERNATIONAL WORKSHOP ON MARINE PIPELINE SAFETY ASSESSMENT AND RISK MANAGEMENT

U.S. Department of the Interior, \$30,000

Robert Bea, Karlene Roberts

The objective of this project is to organize, conduct, and document results from an international workshop on Pipeline Safety Assessment and Risk Management Methods. The objective of this workshop is to bring together pipeline operators,

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contractors, inspectors, engineers, managers, analysts, researchers, and regulatory agency personnel from around the world to define, discuss, and identify the strengths and weaknesses of the various methods and approaches that have been and are being developed for pipeline safety assessment and risk management. A further objective of the workshop is to identify and describe important research and development efforts that are needed to improve the safety, inspection, and maintenance of offshore pipelines.

THE COMPETITIVE SEMICONDUCTOR MANUFACTURING

HUMAN RESOURCES PROJECT, PHASE II

Alfred P. Sloan Foundation, \$366,256

Clair Brown

The Competitive Semiconductor Manufacturing Human Resources (CSM-HR) Project has three major goals:

- Analysis of data already collected (or to be collected) by the main study from 24 fabricating plants (fabs).
- Development of a supplemental mail-out questionnaire to fabs participating in the main study so that the employment and training structures can be documented and analyzed as a system.
- Implementation of focus studies to analyze key questions on how the HR systems function. These case studies will augment the more general analysis covering all fabs.

The second phase of the CSM-HR project will combine fieldwork with relational data sets to analyze key issues affecting quality, productivity, and competitiveness in the semiconductor industry. Research will focus on the determinants of shopfloor efficiency, wage inequality, new process and product innovation, and organizational decisions to build fabs or contract manufacturing. In particular, we will study the impact of globalization on these issues and how global economic forces have shaped the industry in the United States. The CSM program is a joint project of the College of Engineering, the Haas School of Business, and the Berkeley Roundtable on the International Economy at the University of California, Berkeley.

DEMOGRAPHY OF THE CORPORATION

Alfred P. Sloan Foundation, \$204,070

Glenn R. Carroll

The goal of this project is to provide an empirical base suitable for examining the implications of demographic turnover in the world of corporations for understanding the role of the corporation in society. If a developed corporate demography is to provide knowledge useful for understanding the changing role of the corporation in contemporary societies, it must be able to address the following issues: (1) Are current vital rates diverging from historic rates and, if so, what is the trend? (2) How much change in vital rates over time reflects structural change (change in rates for the same kinds of organizations) versus compositional change (change in the mix of organizations in the system)? (3) To what extent do the patterns of vital rates of newly emerg-



ing populations and industries and those undergoing renewals resemble those for similar populations that grew in earlier periods? (4) How similar are the levels and trends in vital rates for similar populations operating in different countries (and is globalization causing rates to converge)?

PROMOTING COOPERATIVE BEHAVIOR IN ORGANIZATIONS: INTERACTIONS
BETWEEN PERSONAL CHARACTERISTICS, PERSONAL INCENTIVES, AND
NATIONAL CULTURE

Citicorp Behavioral Sciences Research Council, \$120,342
Jennifer Chatman

This study attempts to understand the personal and situational causes of cooperative behavior in organizations. Citicorp's Global Finance business is the primary focus of the research. This group currently faces internal and external pressure to increase coordination and reduce redundancies both among those who originate commercial clients and those who provide particular products to clients, as well as among geographically dispersed (global) locations. The interaction between demographic characteristics, cooperative personalities, and formal and informal incentives to cooperate (i.e., a cross-evaluation feedback program) will be used to predict a variety of specific and general cooperative behaviors such as generating new net revenue, customer retention and satisfaction, individuals' contribution to team and global effectiveness, breadth of relationships in the bank, intent to remain in the job, and actual longevity at Citicorp. Theoretically, this study may show that some people behave more consistently across situations, while others are more likely to alter their behavior according to situational expectations. Practically, it may help managers match people to jobs more effectively by identifying those who are more responsive to tasks requiring cooperation versus those who perform better in jobs requiring individual achievement. It also will evaluate how effectively cross-evaluation and organizational culture promote productive cooperative behaviors in organizations.



IS THERE A WELFARE TRAP? THE IMPORTANCE OF HETEROGENITY, STATE
DEPENDENCE, AND INITIAL CONDITIONS

The Joint Center for Poverty Research, The University of Chicago, \$20,000
Hilary W. Hoynes, Kenneth Chay, Dean Hyslop

There is strong empirical evidence that participation in the Aid to Families with Dependent Children (AFDC) program exhibits a great deal of persistence. Many studies utilizing a variety of data sets from different time periods have shown that the longer a family receives AFDC, the less likely they are to leave the program. And the longer a family is off AFDC, the less likely they are to reenter the program. The goal of the proposed project is to decompose this welfare dependence into its "behavioral" (or true structural state dependence) and individual heterogeneity components. Our study will improve on the existing literature in many ways. First, our study will be the first to comprehensively examine both welfare participation and non-participation by simultaneously estimating models of exit and reentry. Second, we will estimate both duration models and discrete panel data models thereby examining the sensitivity of the results to different methods. Our approaches will have the advantage of being more general and less parametric than those used in the literature. Lastly, our research

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will be based on unique administrative data capturing monthly welfare participation for a nine-year period from a sample of more than 225,000 AFDC cases.

EVALUATION OF WORKERS' COMPENSATION PROGRAMS ESTABLISHED PURSUANT TO LABOR MANAGEMENT AGREEMENTS IN THE CONSTRUCTION INDUSTRY

State of California, Department of Industrial Relations, \$92,481
David Levine, Frank Neuhauser

Carve-out programs, established by the California legislature in 1994, allow employers and unions to include in their collective bargaining agreement a dispute resolution system and benefit delivery system independent of the state-administered Workers' Compensation system. Subjects for the proposed research will consist of (1) parties to collective bargaining agreements in the construction industry (employers and employees); (2) administrators of "carve-out" programs; and (3) providers of services. A list sample will be provided for the purpose of recruitment for an interview designed to evaluate "carve-out" programs. The researchers plan to conduct interviews (either in person, in focus groups, or over the telephone) with 40 subjects.



INTERNAL LABOR MARKETS FROM 1955 TO 1995: CHANGING CAREERS AND COMPENSATION IN AMERICA'S LARGEST EMPLOYERS

W.E. Upjohn Institute for Employment Research, \$44,916
David Levine, Dale Belman, Erica Groshen, K.C. O'Shaughnessy

The defining characteristic of an internal labor market (ILM) is a company wage policy that sometimes diverges from that of the external labor market. These divergences can be for an entire employer on average, for a subset of occupations at an employer, or compared to the regional average. This project examines the changing magnitude and persistence of both types of divergences over the last 40 years, connects the changes to theories of ILMs, and relates the results to public policy. We will analyze three datasets. The first contains detailed microdata on the pay practices of approximately 100 large Midwestern employers; it is the longest dataset in the nation with information on pay practices. The second is a proprietary dataset collected by the Hay Group, which links data on more than 50,000 managers, and which includes an excellent measure of skills and responsibility. The third is the Current Population Survey, including supplements on employer size and benefits. The long time period covered by the first dataset will permit an evaluation of the supposed "golden age" of internal labor markets, as well as any recent decline. We also will test the role of human capital in explaining the growth of inequality, why wages differ between firms, and the changes we observe in internal labor markets. Finally, we examine changes in the distribution of occupations across employers to identify changes in the segregation of workers by skill levels, and to test how fairness considerations have affected wages and employment in recent decades. Our results will shed light on public policy issues ranging from policies to increase opportunity for the disadvantaged to policies to promote portability of skills, pensions, and health care.

THE NETWORK ORGANIZATION OF JAPAN

Japan-U.S. Friendship Commission, \$115,000

James Lincoln

With previous funding from National Science Foundation and other sources, Michael Gerlach, James Lincoln, and Christina Ahmadjian have collaborated on a major research effort focused on the structure and consequences of *keiretsu* network relationships in the Japanese economy. The purpose now is to complete the work that has begun and expand the project in several new directions: (1) extend forward in time and add measures of new variables to our panel network dataset on the largest 250 Japanese corporations; (2) create a new panel dataset specifically pertaining to large firm-small firm tie-ups and their economic consequences; (3) conduct face-to-face interviews with managers involved in mediating the external relationships of Japanese firms; and (4) conduct a survey of corporate officers and purchasing managers of our 250 largest firms regarding their perceptions of the structure and evolution of *keiretsu* relationships.

ANALYZING INDEPENDENT EVENT HISTORIES

National Institute of Health, \$143,020

Trond Petersen

Interdependencies between events over an individual's life course are widespread. For example, the amount of schooling a person obtains may depend on his or her family behavior, whether he or she is married or not, and the presence or absence of children. But, vice versa, a person's family behavior may depend on his or her educational behavior, or whether he or she is in school or not. One of the most difficult problems facing research on interdependence between two or more life-spheres is the choice of statistical models for characterizing the dependencies. This problem is currently an obstacle to progress in the study of life-cycle behavior in two or more life spheres. It is widely recognized that such interdependencies should be studied by means of dynamic models, where the sequence and types of transitions are modeled as they actually occur over the life cycle: through modeling of so-called event histories. This project will develop procedures that address the complexities of interdependencies and so help remove long-standing obstacles faced by life-course researchers concerned, for example, with the interrelationships between child-bearing, marital behavior, family demographics, migration, and more.

FACULTY DISCRETIONARY GIFT

Norway Institute for Social Research, \$23,798

Trond Petersen

FACULTY DISCRETIONARY GIFT

U.S. Naval Postgraduate School, \$10,000

Karlene Roberts

The U.S. Navy contracted with Karlene Roberts to help it design an all Navy/Marine Corps study of aircraft squadron risk mitigation. As a part of the U.S.



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Navy's Quality Management Board, Roberts designed an investigation of risk mitigation and, with the Navy, designed an ongoing database on aviation safety improvement.

DISCRETIONARY GIFT IN THE AREA OF PUBLIC RELATIONS

Labor and Employment Law Section, State Bar of California, \$42,000
Clair Brown, Carol Vendrillo

This is the fourth year CPER has received funds from the Labor and Employment Section of the State Bar of California. The money is used to fund the internship of a student from a local law school who is interested in the specialized field of public sector labor relations.

SERVICE LEARNING MINI-GRANT ECONOMICS 153

Service Learning Research and Development Center, \$1,000
Michael Reich, Kirsten Snow Spalding



Economics 153 introduces junior and senior economics students to real life labor economics, working on research projects for labor unions. The educational goal is to give the students background on the history of unions, current questions in labor policy, an introduction to labor economics, and labor law. By doing internship work, the students learn how labor unions research labor policy questions and how unions use practical and theoretical research to make strategic decisions about union campaigns, collective bargaining and organizing. The course writing requirement teaches the students to write a policy paper that answers a practical question by integrating primary research data and secondary academic research.

HIGH-PERFORMANCE PENSIONS: MULTI-EMPLOYER PLANS AND THE CHALLENGES OF FALLING PENSION COVERAGE AND RETIREMENT INSECURITY

Ford Foundation, \$50,000
Michael Reich, Kirsten Snow Spalding

The Center for Labor Research and Education researches the role of nonprofit sector Taft-Hartley pension trusts on retirement security policy in the face of challenges to the social security system and the rising retirement insecurity created by corporate defined contribution retirement programs. This research explores not only the role of Taft-Hartley pension trusts in providing secure pensions to workers but also the capacity of the Taft-Hartley funds to play an important role in California's economy with respect to job creation and community building. This multi-phase research and dissemination project will address questions related to multi-employer pension plans. We will ask: How can such trusts contribute to the US economy through economically targeted investments (ETI)? What are the best practices of multi-employer pension trusts in providing retirement security for workers? How do multi-employer pension trusts aid in worker skill preservation? And how do pensions impact the quality of worklife?

INDEPENDENT OUTSIDE PROGRAM EVALUATION OF SANTA CLARA
COUNTY'S COMPREHENSIVE PERFORMANCE MANAGEMENT PROGRAM

Working Partnerships USA, \$6,000
Kirsten Snow Spalding

Utilizing a combination of case studies, quantitative analysis, and surveys, the Center for Labor Research and Education proposes to answer the following general questions:

- How and to what extent have the labor management partnership committees operating in Santa Clara County affected the personal and institutional relationships between the unions and county management throughout the County?
- How have the labor management partnership committees affected the county departments' ability to meet the performance measures established at the outset of the county's Comprehensive Performance Management program?
- How have the labor management partnership committees affected the county departments' ability to meet objective benchmarks (industry or other public sector benchmarks)?
- How has Working Partnerships USA's involvement in the CPM process impacted the committees' effectiveness as measured in the questions above?



ADVANCED MANUFACTURING AND INDUSTRIAL RELATIONS
IN THE WAKE OF NAFTA
UC Mexus, \$10,000
Harley Shaiken

As the North American Free Trade Agreement (NAFTA) enters its fourth year, Mexico has seen a considerable expansion of its export base and a surge in more sophisticated manufacturing despite severe traumas in its domestic economy that have resulted in lower real wages and less domestic purchasing power. Reflecting these trends, the US trade deficit with Mexico reached a record \$16.2 billion for 1996, surpassing the \$15.4 billion deficit recorded in 1995. (US Census, 1997.) At the same time, important changes are taking place within collective bargaining and the labor movements in both Mexico and the United States in the wake of NAFTA. (Zapata, 1995; Middlebrook, 1995; Cook, 1997) This project is designed to foster a collaboration between researchers at the Colegio de Mexico and the University of California, Berkeley, to examine three dimensions of these changes: first, changes in union structure and collective bargaining in Mexico; second, changes in collective bargaining in the United States; and, finally, the emergence of cross-border union collaboration between workers in both countries. We plan to pursue these research goals through an extensive literature review, interviews, several case studies, and the establishment of an ongoing dialogue between researchers in both institutions. This project also will serve as a focal point to bring together scholars at the University of California, Berkeley who are not directly part of the project but whose expertise on industrial relations in the US, global industrial restructuring, Mexico, or some combination of the above will be an important contribution to the research.

EXTRAMURAL GRANTS

DEFEAT FRAMES AND SOCIAL MOVEMENTS

National Science Foundation, \$101,772

Kim Voss



This project is designed to advance our theoretical and empirical understanding of social movement development and decline. As more and more scholars have begun to call for a cultural analysis of social movements, the time has come to systematically assess the impact of cultural elements on collective action. This research will investigate the impact of one important aspect of movement culture, the “frame” used to interpret setbacks and defeat. It asks whether the explanations and interpretations activists give for social movement defeats help to preserve the commitment, organization, and solidarity of participants. These issues are explored by examining the British “new union” movement of the late nineteenth and early twentieth centuries. This movement, which began in the late 1880s, attempted to build a broad-based and politically progressive labor movement. There were two waves of militancy, one which occurred in the late 1880s and early 1890s, and the other which occurred in the years preceding World War I. In the first wave, a period of explosive growth and heightened strike activity was followed by setbacks and defeat. In the second wave, a new burst of organizing and strike activity culminated in permanent organizational and political gains. These two waves will be examined to determine whether or not the “lessons” or narratives that activists constructed to explain strike failures in the first wave had any effects on the longevity of local unions or workers’ actions in the second wave.

NAFTA AND SUSTAINABILITY: THE ENVIRONMENTAL AND SOCIO-ECONOMIC CONSEQUENCES OF INTEGRATION IN THE BAJA-SOUTHERN CALIFORNIA REGION

UC MEXUS, \$10,000

Carol Zabin

Proponents of NAFTA argued that integration directed by free market policies could coordinate the two economies in a complementary manner that would result in upwards trajectories of wages, employment and environmental protection. We will evaluate NAFTA’s initial outcomes on competitiveness, productivity, wages, employment and environmental protection through the lens of a case study of two industrial sectors in the Southern California-Baja California region. The research has two components. The first is to analyze the actual economic and environmental trends resulting from U.S.-Mexico integration in two specific sectors—plastics and furniture—in the Baja California-Southern California binational regional economy. These sectors are contrasting examples of binational restructuring, since furniture is very labor-intensive while plastics is capital-intensive. The second component of the research is to analyze local and regional attempts to promote upwards convergence of the two economies, in terms of growth, distribution of income, and environmental protection. These include efforts to promote industrial upgrading, pollution prevention and environmental technology transfer. These two research components will be used to assess the need for local policy interventions and present guidelines for the types of interventions that may be useful.

DEVELOPING PROJECTS

IS THERE A WELFARE TRAP? THE IMPORTANCE OF HETEROGENITY, STATE DEPENDENCE, AND INITIAL CONDITIONS

UC Multicampus Research Incentive Fund, \$6,500
Hilary W. Hoynes, Kenneth Chay, Dean Hyslop

There is strong empirical evidence that participation in the Aid to Families with Dependent Children (AFDC) program exhibits a great deal of persistence. Many studies utilizing a variety of data sets from different time periods have shown that the longer a family receives AFDC, the less likely they are to leave the program. And the longer a family is off AFDC, the less likely they are to reenter the program. The goal of the proposed project is to decompose this welfare dependence into its “behavioral” (or true structural state dependence) and individual heterogeneity components. Our study will improve on the existing literature in many ways. First, our study will be the first to comprehensively examine both welfare participation and non-participation by simultaneously estimating models of exit and reentry. Second, we will estimate both duration models and discrete panel data models thereby examining the sensitivity of the results to different methods. Our approaches will have the advantage of being more general and less parametric than those used in the literature. Lastly, our research will be based on unique administrative data capturing monthly welfare participation for a nine-year period from a sample of more than 225,000 AFDC cases.



CORRELATES AND CAUSES OF YOUTHS' OUTCOMES IN THE NATIONAL EDUCATION LONGITUDINAL SURVEY

National Science Foundation, \$99,857
David Levine, Gary Painter

The research discussed in this proposal examines the effects of family structure, schools, peer influences, and family background as predictors and as causes of youths' outcomes such as dropping out of school, out-of-wedlock pregnancy, and going to college. Coming from a single-parent family, having low family income, having low levels of parental involvement in education, and interacting with a large number of peers who have poor outcomes are all correlated with poor outcomes of youth. At the same time, these factors may not all be causally related to poor outcomes. We analyze the National Education Longitudinal Survey of 1988 (NELS) to sort out the causal channels underlying these correlations. This dataset combines longitudinal data; multi-level data on parents, youth, schools, and neighborhoods; rich data on characteristics combining traditionally economic, sociological, and psychological variables; and rich data on outcomes ranging from drug use to out-of-wedlock parenting to test scores and educational attainment. The longitudinal nature of the dataset enables a test of what policies toward schools are likely to be effective. By using data from four different panels, one can determine whether the correlations between classmate characteristics and youths' outcomes are largely due to omitted family characteristics or are actually due to peer interactions. Similarly, tests that identify the causal nature of divorce in families can determine the efficacy of policies that discourage divorce. Cross-sectional tests further unpack the “black box” of the negative effect of coming from a single-parent family. Specifically, tests will determine

EXTRAMURAL GRANTS

the proportion of the disadvantages faced by children in single-parent families that are due to such families' lower average income, and the proportion due to such families' lower level of parenting behaviors such as parental participation in school activities. Both the analysis on family structure and the analysis of school and peer effects focus on identifying cost-effective policies for improving the education and other outcomes of disadvantaged youths.

LOCAL EMPLOYMENT STANDARDS POLICY AS A STRATEGY TO IMPROVE WAGES AND ACCESS TO EMPLOYER-PROVIDED HEALTH INSURANCE IN LOW-WAGE LABOR MARKETS IN CALIFORNIA: A COLLABORATIVE PILOT RESEARCH AND CONVENINGS PROJECT FOR CONTRA COSTA COUNTY

California Wellness Foundation, \$190,781

Carol Zabin



The Contra Costa Central Labor Council, the Contra Costa Interfaith Sponsoring Committee, and the UC Berkeley Center for Labor Research and Education propose a collaborative research and convenings project to assess the effectiveness of local employment standards policies such as “living wage” and first-source hiring ordinances in ameliorating poverty and poor health in California. Although California has recovered from the recession and restructuring of the early 1990s and unemployment rates are extremely low, an important segment of working families continue to experience poverty and poor health because of low wages and lack of access to employer-provided health care insurance. Using West Contra Costa County as a pilot study, this proposal will develop a research and action methodology that can be used by local government and citizen groups in developing local public policies to improve wages and access to employer-provided health care. The contribution of this research and convenings project is two-fold. First, the research will provide the first comprehensive assessment of the potential of this set of policies to improve wages and health benefits in a local area, which can be used as a model to make similar assessments in other localities. Secondly, the University-community partnership will build a foundation for the implementation of policy solutions by integrating research, public dialogue and education, and consensus building.



**COMMUNITY OUTREACH AND
RESEARCH SUPPORT ACTIVITIES**

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SEMINAR SERIES

BAY AREA LABOR STUDIES SEMINAR...

A FORUM FOR ACADEMICS, GRADUATE STUDENTS, LABOR LEADERS AND RANK AND FILE MEMBERS TO EXPLORE TOPICS OF INTEREST HOSTED BY THE LABOR CENTER.

"The Fight Over Part-Time Work and Union Pension Benefits"

Chuck Mack, President, Teamsters Joint Council 7, September 10

"New Challenges for Labor Relations in Sweden"

Dr. Roland Spant, Swedish Labor Counselor, October 15

"The Merger of the UAPD and AFSCME"

Gary Robinson, Executive Director, Union of American Physicians and Dentists (UAPD), and Oran McMichael, International Union Area Director, American Federation of State, County and Municipal Employees (AFSCME), November 13

"The Labor Academic Alliance"

Sue Schurman, Executive Director, George Meany Center, AFL-CIO, December 4

"Brazilian Landless Workers Movement"

Daniel Correia, state leader in Rio Grande do Sul, Brazil, February 20

"Cross-Border Organizing: Lessons from the UE"

Robyn Alexander, March 19

"Revisiting Rules of the California Agricultural Labor Relations Act: Should They Be Consistent With the National Labor Relations Act?"

Michael Stoker, Chairman of the Agricultural Labor Relations Board, April 23

FACULTY SEMINAR SERIES...

AN INFORMAL SERIES THAT ALLOWS FACULTY TO PRESENT THEIR RESEARCH IN PROGRESS AND RECEIVE FEEDBACK FROM COLLEAGUES.

"The Rise and Decline (?) of Internal Labor Markets"

Prof. David Levine, Haas School of Business, October 27

"Organizational Learning and Purchase-Supply Relations in Japan: Hitachi, Matsushita, and Toyota Compared"

Prof. Jim Lincoln, Haas School of Business, November 3

"Unemployment and the 'Labor-Management Conspiracy'"

Prof. Larry Karp, Dept. of Agricultural and Resource Economics, November 10

"New Evidence on Pensions, Unions, and Training"

Prof. Michael Reich, Dept. of Economics, November 17

"Is Globalization the Cause of the Crises of Welfare States?"

Prof. Neil Fligstein, Dept. of Sociology, November 24

"The Transformation of Labor-Based One-Partyism at the End of the 20th Century: The Case of Mexico"

Prof. Ruth Berins Collier, Dept. of Political Science, December 8

“Building Pyramids in Russia”

Prof. Michael Burawoy, Dept. of Sociology, February 2

“Managing Innovation: The Value of the Outsider”

Prof. Charlan Nemeth, Dept. of Psychology, February 9

“*Keiretsu* Structures (*Business Groups*) and Corporate Performance in Japan, 1964-1995”

Prof. James Lincoln, Haas School of Business, March 2

“The Fast-Track Defeat: Implications for US Trade Policy”

Prof. Harley Shaiken, Graduate School of Education, March 9

“I Live for Golf While You Prefer Tennis: The Meaning of Diversity in the Post Civil Rights Era”

Prof. Lauren Edelman, Boalt Hall Professor of Law and Sociology, March 16

“Cancer Survivors in the Workplace: Research Issues”

Prof. Joan Bloom, School of Public Health, March 30

“Customer service: Organizational Dynamics of a Service Industry in the Netherlands”

Prof. Glenn Carroll, Haas School of Business, April 6

“Married Couples and the Earned Income Tax Credit”

Prof. Hilary Hoynes, Dept. of Economics, April 13

“Does Air Quality Matter? The Relationship Between Air Pollution and Housing Prices and Health Outcomes.”

Prof. Ken Chay, Dept. of Economics, April 20

“Immigrants and the Children of Immigrants: Comparisons of the 1940s, the 1970s and the 1990s”

Prof. David Card, Dept. of Economics, April 27

ORGANIZATIONAL BEHAVIOR AND INDUSTRIAL RELATIONS (OBIR) SEMINAR...

A FORUM FOR GRADUATE STUDENTS AND BERKELEY VISITING FACULTY TO PRESENT ORIGINAL RESEARCH ON ORGANIZATIONAL BEHAVIOR AND INDUSTRIAL RELATIONS.

“Things Fall Apart: Corporations and Classes After Managerialism,”

Prof. Jerry Davis, Columbia University, September 15

“Buying and Selling Images of Creativity: A Study of the Hollywood ‘Pitch’”

Prof. Kimberly Elsbach, University of California, Davis, Sept. 24

“California’s New Immigrant Entrepreneurs and Their Asian Networks”

Prof. Annalee Saxenian, University of California, Berkeley, October 1

“Where Do Good Research Ideas Come From?” and “Problem-Finding In Organizational Research”

OBIR Forum, University of California, Berkeley, October 8

“Social Capital and Venture Capital”

Prof. John Freeman, University of California, Berkeley, October 15

SEMINAR SERIES

“Who Would Stay and Fight? The Effects of Inter-Organizational Competition on Organizational Commitment”

Prof. Sandra Spataro, University of California, Berkeley, October 22

“Is Togetherness What It's All About? The Effects of E-Mail and Face-to-Face Interaction on Organizational Commitment”

Prof. Lisa Epstein, University of California, Berkeley, October 22

“What Is Organizational Citizenship Behavior? Role Definition, OCB Performance and Evaluation”

Prof. Min-Soo Kim, University of California, Berkeley, October 29

“The Impact of Organizational Commitment on the Family”

April Gilbert, University of California, Berkeley, October 29

“The Illusion of Leadership: Misattributions of Cause in Coordination Games”

Prof. Colin Camerer, California Institute of Technology, November 5

“When Do Interlocks Matter? Alternate Sources of Information and Interlock Influence”

Prof. Pamela R. Haunschild, Stanford University, November 12

“Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes”

Prof. Jenny Chatman, University of California, Berkeley, November 19

“Time and Time Again: An Ethnographic Study of the Temporal Structures of High-Tech Lives”

Prof. Gideon Kunda, Stanford University, December 3

“The Categorical Imperative: Securities Analysts and the Legitimacy Discount”

Prof. Ezra Zuckerman, GSB, Stanford University, January 28

“Changes in Managerial Pay Structures 1986-1992 and Rising Returns to Skill”

Prof. David Levine, University of California, Berkeley, February 4

“Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes”

Prof. Jennifer Chatman, University of California, Berkeley, February 11

“Working Under the Shadow of Suspicion: The Implications of Trust and Mistrust for Information Sharing in Groups”

Peter Kim, Northwestern University (now visiting at Washington University), February 18

“Uses and Abuses of Information: Implications for Conflict and Misunderstanding”

Prof. Anthony Bastardi, Stanford University, February 25

“The Conflict Between Group and System Justification Motives in Low-Status Groups”

Prof. John Jost, GSB, Stanford University, March 4

“Modeling the Dynamics of Composition and Socialization in Small Groups”

Prof. Jennifer Berdahl, University of Illinois, March 11

“Networks and Hiring”

Prof. Roberto Fernandez, Stanford University, March 18

“Workplace Diversity in the Post Civil Rights Era”
Prof. Lauren Edelman, University of California, Berkeley, April 1

“Repetition and Attitude Extremity in Groups”
Prof. Chick Judd, University of California, Berkeley, April 8

“No News Is Good News: How Media Attention Affects Strike Duration”
Prof. Frank Flynn, University of California, Berkeley, April 22

“Offering a Job: Meritocracy and Social Networks”
Prof. Trond Petersen, University of California, Berkeley, April 29

“The End of Compulsory Retirement for Faculty”
Prof. David Card, University of California, Berkeley, May 6



CONFERENCE CALENDAR

CENTER FOR CULTURE, ORGANIZATION AND POLITICS

“Economic Sociology and Market Dynamics”
February 20-22
Industrial Relations, UC Berkeley

CENTER FOR LABOR RESEARCH AND EDUCATION

“High Performance Pensions: Multi-Employer Plans and the Challenges of Falling Pension Coverage and Retirement Insecurity”
September 4-5, 1997
Clark Kerr Conference Center, UC Berkeley

“Building and Construction Trades: Educational Forum on Organizing”
September 25, 1997
Faculty Club, UC Berkeley

“Labor and Employment Law”
September 26, 1997
ANA Hotel, San Francisco

“Labor-Welfare Summit”
September 26-27, 1997
City College of San Francisco & Horace Mann Middle School

“Human Rights and Labor Solidarity: Working in the Pacific Rim”
January 29-30, 1998
International House, UC Berkeley

Building and Construction Trades, “Organizing Conference”
February 26-27, 1998
Rancho Murieta Training Center

CENTER FOR ORGANIZATION AND HUMAN RESOURCE EFFECTIVENESS

“Emerging Drivers and Forces in a Knowledge-Based Economy”
October 1, 1997
Haas School of Business, UC Berkeley

“Current Research and Emerging Issues for Today’s Organizations”
May 14, 1998
Haas School of Business, UC Berkeley

*Korean Confederation
of Trade Unions
President Kwon Young-
keil (left) and
International Secretary
Yoon Youngmo talked
about solidarity issues
at the two-day Human
Rights and Labor in
the Pacific Rim
conference held in
January.*





V I S I T I N G I N T E R N A T I O N A L D E L E G A T I O N S

Each year, IIR hosts delegations of foreign visitors; seminars and discussion groups for specialists; and meetings with labor leaders, community organizers and company representatives. Among this year's events were:

- Seminar and reception with a delegation from Germany co-sponsored by the Free Trade Union Institute and the International Diplomacy Council.
July 16, 1998
- Roundtable discussion with IIR faculty and Mr. Jose Dos Reis, Brazilian economist.
September 2, 1997
- Meeting with labor leaders from India, Germany, Nepal, Nigeria, Pakistan, Philippines and Zimbabwe and IIR Labor Center Specialists to discuss labor issues in the global economy.
September 5, 1997
- Roundtable discussion with guest speaker Kazutoshi Koshiro, professor at Yokohama National University and advisor to Japan's Ministry of Labor on International Trade and Industry.
November 5, 1997
- Meeting with Adam Giera, Vice Chairman of the Solidarity Mining Secretariat, IIR faculty, and IIR Labor Center Specialists to discuss emerging trends in labor-management relations, as well as California workers' compensation, unemployment compensation, and trust funds.
November 17, 1997
- Symposium with faculty from IIR and California Polytechnic State University at San Luis Obispo, and delegates from the SALTSA program, a joint initiative by the Swedish National Institute for Working Life and three Swedish central trade union organizations.
April 24, 1998
- Seminar and roundtable discussion on labor issues with IIR faculty and IIR Labor Center Specialists and a 12-member team of union leaders from the Confederation of Japan Automobile Workers' Union (JAW).
May 14, 1998



P u b l i c a t i o n s

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David I. Levine, University of California, Berkeley
Gary Painter, University of Southern California

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David I. Levine, University of California, Berkeley

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"Lost Ways of Organizing: Reviving the
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Dorothy Sue Cobble

"On-the-Job Training Under Firm-Specific
Innovations and Worker Heterogeneity"

Pantelis Kalaitzidakis

"The Effects of Unionism on Recruitment
and Selection Methods"

Marianne J. Koch and Greg Hundley

"The Growth of Union Decertification:
A Test of Two Nontested Theories"

Eric A. Nilsson

"Youth Apprenticeship in a Laboratory
of Democracy"

Eric Parker

October 1997

"On the Determinants of Mandatory
Works Councils in Germany"

John T. Addison, Claus Schnabel, and
Joachim Wagner

"State Tax Policy, Labor, and Tax-
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Peter Berck, Elise Golan, and
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"The Finances of Major U.S. Unions"

Marick F. Masters, Robert S. Atkin,
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"The Impact of Wages, Benefits, and
Working Conditions on Farm
Worker Retention"

Susan M. Gabbard and Jeffrey M. Perloff

"Occupational and Internal Labor
Markets in Japan"

Yasushi Ohkusa, Giorgio Brunello and
Kenn Ariga



Daniel Mitchell, Co-Editor

JANUARY 1998

“Race and Gender Wage Gaps in the Market for Recent College Graduates”
Catherine J. Weinberger

“Working for Position: Women, Men, and Managerial Work Hours”
Wayne Eastman

“Back Pain and Work Disability: The Need for a New Paradigm”
William G. Johnson, Marjorie L. Baldwin, and Richard J. Butler

“Asset Specific Investment and Unionized Labor”
Joseph K. Cavanaugh

“Household Behavior With Imperfect Labor Markets”
Elisabeth Sadoulet, Alain de Janvry, and Catherine Benjamin

April 1998

“Overt Employment Discrimination by Multinational Firms: Cultural and Economic Influences in a Developing Country”
John J. Lawler and Johnseok Bae

Wages in the Steel Industry: Take the Money and Run?
Mary E. Deily

“Import Competition, Employment Risk, and the Job-Search Outcomes of Trade-Displaced Manufacturing Workers”
Don P. Clark, Henry W. Herzog Jr., and Alan M. Schlottmann

“The Shifting Incidence of Involuntary Job Losses From 1968 to 1992”
Johanne Boisjoly, Greg J. Duncan, and Timothy Smeeding

“Wage Discrimination, Segregation, and Sex Differences in Wages and Productivity Within and Between Plants”
Judith Hellerstein and David Neumark



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- Robert G. Bea, *Civil Engineering*
- Sara Beckman, *Haas School of Business*
- Joan Bloom, *School of Public Health*
- Clair Brown, *Economics*
- Michael Burawoy, *Sociology*
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- Lloyd Ulman, *Economics*
- Harold Wilensky, *Political Science*

RESEARCH INTERESTS AND PUBLICATIONS

CHRIS ANSELL

Assistant Professor, Department of Political Science

Chris Ansell's general research interests focus on applying organization theory to political organizations and to issues of democratic governance. Specific research topics include the application of social network theory to processes of institution-building in social movements and political parties. He is completing a project on the historical development of trade unions and socialist parties in the U.S. and Western Europe, with France in particular. His current research project investigates changing forms of territorial organization in North America and Western Europe, focusing on contemporary trends in intergovernmental relations. One part of this project examines changing forms of regional government in Western Europe under the combined pressures of administrative decentralization and European economic integration.

PUBLICATIONS

"Symbolic Networks: The Realignment of the French Working Class," *American Journal of Sociology*, vol. 103, no. 2, pp. 359-90, September 1997.

"Dual Networks in Regional Economic Development," *Journal of Common Market Studies*, vol. 35, no. 3, pp. 347-375, September 1997. With Craig A. Parsons and Keith A. Darden.

CRISTINA BANKS

Senior Lecturer, Haas School of Business

Cristina Banks is involved in applied research and human resource practices that focus on strategic human resource system design, organizational restructuring and re-engineering, job redesign, development and management of teams, performance management and assessment, and personnel selection. She is Director of Programs for IIR's Center for Organization and Human Resource Effectiveness. She is a Director on the Board of Whole Foods Market, Inc., and has been a board member of several non-profit organizations. She serves as faculty sponsor of the student club in human resource management, The Berkeley Campus Human Resources Council.

ROBERT BEA

Professor, Civil and Environmental Engineering

Robert Bea's research has focused on assessment and management of human and organization factors in design, construction, and operation of marine systems. In this research, he has collaborated with Professor Karlene Roberts of the Haas School of Business, Professor Brady Williamson of the Department of Civil and Environmental Engineering, and a team of graduate student researchers from engineering and business. This research has involved field studies of tanker loading and discharge operations, offshore platform operations, and air transportation and diving operations. This research has resulted in development of a Safety Management Assessment System (SMAS) and a protocol to help evaluate the safety and reliability characteristics of complex technological systems. The research has addressed how to improve management of rapidly developing crises, development of accident databases, and development of auditing procedures for evaluating the potentials for fires and explosions onboard off-shore platforms.

SARA BECKMAN

Senior Lecturer, Haas School of Business

Sara Beckman has focused her research efforts in the past year on understanding the implementation of environmental management programs in the dispersed supply chain of the computer industry. She is also wrapping up her examination of product definition practices in the software industry and is doing exploratory work with a local design firm on the role of design in competitive advantage.

JOAN BLOOM

Professor, School of Public Health

Joan Bloom has been studying nurse staffing issues, including the environmental and organizational factors that influence nursing in acute care hospitals. She has also been studying the impact of managed care and other delivery of mental health services for Medicaid-eligible consumers. Professor Bloom is also examining the impact of returning to work after a serious illness.

PUBLICATIONS

"Nurse Staffing Patterns and Hospital Efficiency in the U.S.," *Social Science and Medicine*, 44(2)147-155, 1997. With J.A. Alexander and B.A. Nicholas.

"Mental Health Costs and Outcomes Under Alternative Capitation Systems in Colorado: Early Results," *Journal of Mental Health Policy and Economics*, 1:(1)3-13, 1998. With T.W. Hu, N. Wallace, B. Cuffel, J. Hausman and R. Scheffler.

"Managed Mental Health Experience in Colorado," in David Mechanic (Ed.), *New Directions for Mental Health Services*, No. 78, Summer 1998. San Francisco: Jossey-Bass. With J. Hausman and N. Wallace.

DAVID BRODY

Professor Emeritus, History, University of California, Davis

The main research interests of David Brody are labor history and 20th century American history. He is currently revising for a fourth edition a co-authored text, *America's History* (Bedford Books). This past year he wrote an essay on violence and the American labor movement, and completed a lengthy article on the impact of free-labor doctrine on American labor law. This essay is related to his ongoing interest in labor law reform and develops an argument about the foundational weaknesses of the National Labor Relations Act. He spent a month at the University of Sydney, Australia, lecturing on American labor history.

PUBLICATIONS

"Labor Elections: Good for Workers?" *Dissent*, Summer, pp. 71-77, 1997.

America: A Concise History. Boston, MA: Bedford Books, 1998.

CLAIR BROWN

Professor, Department of Economics

Clair Brown has conducted research on many aspects of the labor market, including employment and wage systems, living standards, income support programs, unemployment, and women's labor supply. She directed a group of faculty members doing research on comparative employment and wage systems in the U.S. and Japan. Their book was published by Oxford University this year and was named as a "notable book" by Princeton University. Professor Brown currently heads the Competitive Semiconductor Manufacturing Human Resources Project (CSM-HR), funded by the Sloan Foundation. CSM-HR research reports are available on the web at <http://socrates.berkeley.edu/~iir/>

worktech/csmfinal/. The CSM-HR group is expanding their study of the semiconductor industry to analyze how globalization has affected technology generation and transfers and labor market outcomes across countries.

Professor Brown's work on the relationship between work roles and living standards and how the standard of living has changed during the 20th century is described in *American Standards of Living, 1918-1988* (Blackwell, 1994). She is now writing a book on innovation and the management of technology and also updating her earlier research on living standards and managing innovation and creativity.

PUBLICATIONS

"The Competitive Semiconductor Manufacturing Human Resources Project: Final Report (Phase 1)," *CSM-38*, University of California, Berkeley, Clair Brown (Ed.), December 1998. Co-author of chapters on "The Effect of HR Systems on Fab Performance" (with Dan Rascher) and "Innovation on the Shop Floor: Successes From the Semiconductor Industry" (with Melissa Appleyard).

Work and Pay in the United States and Japan. New York: Oxford University Press, 1997. With Yoshifumi Nakata, Michael Reich, and Lloyd Ulman.

"Managing Creativity and Control in the Semiconductor Industry." Proceedings of the BES&I Conference, Athens, Greece, July 1997.

MICHAEL BURAWOY

Professor, Department of Sociology

Last summer, Michael Burawoy continued his study of Russian industry, extending it from coal and timber to the construction industry and also to the domestic sphere. In a nutshell, it is designed to develop a political economy of the Russian transition to a market economy. The case studies he conducted in various sectors of the economy have led him to develop a theory of the combined and uneven degeneration, or what he calls "involution," of Russia's economy. He is now studying the implications of the research for class formation.

PUBLICATIONS

"The Soviet Descent Into Capitalism," *American Journal of Sociology*, 102 (5): 1430-44, 1997.

"Critical Sociology: A Dialogue Between Two Sciences," *Contemporary Sociology*, 27(1): 12-20, 1998.

"The Extended Case Method," *Sociological Theory*, 16(1), pp. 4-33, 1998.

CHRISTOPHER CANDLAND

Assistant Professor, Department of Political Science

Christopher Candland has taught South Asian politics, development politics, and political economy in the Department of Political Science since the spring of 1996. He is currently doing research on labor institutions and patterns of economic reform in Bangladesh, India, Pakistan, and Sri Lanka.

PUBLICATIONS

“New Social and Political Unionism: Labor, Industry, and the State in India and Pakistan,” in Waterman and Munck (Eds.), *Labour Worldwide in the Era of Globalization*. Basingstoke, UK: Macmillan Press, 1998.

“Economic Development: The Mid-1970s to the Present,” in La Rue (Ed.), *The India Handbook*. Chicago: Fitzroy Dearborn, 1997.

“Congress Decline and Party Pluralism in India,” *The Journal of International Affairs*, vol. 51, no.1, Summer 1997.

DAVID CARD

Professor, Department of Economics

David Card's research activities over the past year can be divided into several areas. In the immigration area, he completed a joint paper that compares the U.S.-born adult children of immigrants in the mid-1990s with similar “second generation” individuals in 1940 and 1970. He has also continued to work on the issue of labor market competition between immigrants and natives, and plans to write a paper on the mobility responses of native workers to immigrant inflows. In the education area, he examined the effects of the Canadian “G.I. Bill” — a college subsidy program that was offered to Canadian veterans after World War II. In a chapter in the forthcoming *Handbook of Economics*, Professor Card presents a review of recent research on the payoffs to education, and proposes a series of economic models that are useful in interpreting and synthesizing this research.

Other areas of investigation include the responses of youth in Canada and the United States to changes in labor market conditions; the effects of the 1992 rise in the New Jersey minimum wage on employment in the fast food industry in the state; and changes in the unemployment insurance system on the duration of unemployment insurance claims.

GLENN R. CARROLL

Professor, Haas School of Business

Glenn R. Carroll is an organizational sociologist who

teaches in the Haas School of Business. His general interests lie with the formal organization of work and the design and behavior of formal organizations. Professor Carroll is currently involved with three distinct lines of research: (1) the study of careers and other characteristics of managers and the self-employed; (2) a multi-industry study of how organizational populations evolve over time and the best ways to study this process; and (3) investigation of how organizational cultures are transmitted and maintained. His empirical work includes the study of the newspaper publishing, beer brewing, automobile manufacturing, fish farming, commercial banking, and data storage industries.

PUBLICATIONS

“Geography and Organizational Density: Regional Patterns of Foundings of American Automobile Producers, 1885-1981,” *Social Science Research*, 26 (1997): 377-398. With Lyda Bigelow, Lucia Tsai, and Marc-David Seidel.

JENNIFER CHATMAN

Associate Professor, Haas School of Business

One goal of Jennifer Chatman's research has been to develop a complete theory of how individual behavior is affected by both individual and situational influences in organizational contexts. To do this, she has identified a model of person-organization fit and defined it as the congruence between patterns of organizational values and patterns of individual values. More specifically, she focuses on the antecedents, consequences, and elements composing person-environment interaction.

Professor Chatman's research can be categorized into three areas: (1) person-situation interactions; organizational culture; (2) how it is transmitted through socialization practices; and (3) personality, values, cognitive ability, and demographic characteristics. She applies the knowledge she gains in the culture and individual differences areas directly to the interactional area. In each area, she strives to combine theoretical development and methods that emphasize external validity and realism.

KENNETH CHAY

Assistant Professor, Department of Economics

Over the past year, Ken Chay has made progress on two different research projects. The first project, which has received IIR support and will be funded for the next three years by the National Science Foundation, attempts to provide empirical evidence on the costs and benefits of environmental regulation and on the question: Does air quality matter? The second project concerns the identification and estimation of dynamic discrete process models.

PUBLICATIONS

"Identification and Estimation of Dynamic Binary Response Models: Empirical Evidence on Alternative Approaches," Mimeograph, University of California, Berkeley, May 1998. With Dean Hyslop.

"Does Air Quality Matter? Evidence From the Housing Market," Mimeograph, University of California, Berkeley, March 1998. With Michael Greenstone.

"Estimation of Semiparametric Censored Regression Models: An Application to Changes in Black-White Earnings Inequality During the 1960s," *Journal of Human Resources*, Winter 1998. With Bo Honoré.

RUTH BERINS COLLIER

Professor, Department of Political Science

Ruth Berins Collier has just completed a book, *Democratic Agendas: Elite Strategies and Working-Class Demands in Western Europe*, which will be published by Cambridge University Press. It analyzes the role of the working class in historical and contemporary processes of democratization. Also forthcoming is an article "The Transformation of Labor-Based One-Partyism at the End of the 20th Century: The Case of Mexico." Her new project is to establish a Center for Labor Politics.

LAUREN EDELMAN

Professor, Boalt Law School and Department of Sociology

Lauren Edelman's research and academic interests fall at the intersection of organizations and law. She studies the regulation of the employment relation, including: employers' responses to specific legal mandates; the interplay between unions and legal rights in the non-union context; workplace dispute resolution; workers' claims to and mobilization of their legal rights; the role of intra-organizational professions in the construction of law; organizations' legal cultures; and the impact of organizational practices on law.

PUBLICATIONS

"The Legal Environments of Organizations," *Annual Review of Sociology*, 23:479-515, 1997. With Mark C. Suchman.

"Legal-Rational Myths: Lessons for the New Institutionalism from the Law and Society Tradition," *Law & Social Inquiry*, 21:903-941. With Mark C. Suchman. Published in 1997, but publication date listed in 1996.

NADA EISSA

Assistant Professor, Department of Economics

Nada Eissa's current interests include the family formation (marriage and childbearing effects of the tax system (generally) and the Earned Income Tax Credit (EITC) (specifically) as well as the impact of the EITC on child welfare.

NEIL FLIGSTEIN

Professor, Sociology

Neil Fligstein is interested in economic sociology. Using both historical and quantitative data, he studies how the way that American firms do business has changed in the past century. More recently, he has been looking at the current attempt to create a single market in Western Europe, and has written several theoretical articles analyzing some of these changes. His long-term goal is to use his theoretical and empirical studies to attack the forces of "globalization" and provide both an empirical and theoretical defense of the welfare state and the protection of workers.

PUBLICATIONS

Markets, Politics, and Globalization. Uppsala Sweden: University of Sweden Press (the 1996 Uppsala Lectures in Business), 1997.

"The Politics of Quantification," *Accounting, Politics, and Society*, 23: 320-331, 1998.

HILARY HOYNES

Assistant Professor, Department of Economics

Hilary Hoynes' research centers on the analysis of the effects of taxes and transfers on labor supply and family structure. In "The Earned Income Tax Credit and the Labor Supply of Married Couples," Professor Hoynes (with Nada Eissa) examines the effect of the EITC on the labor force participation and hours of work of married couples. She finds that expansions in the EITC over the last decade have led to some increase in labor supply by husbands but a reduction in labor supply for wives. This may seem surprising given the perception that the EITC increases labor effort, but it is due to the combined effect of high tax rates in the phase-out range of the credit and large EITC transfer based on the husband's earnings. Professors Hoynes and Eissa use these estimates to discuss transfer program design. They are continuing their collaboration to examine the effects of taxes on marriage and fertility, and to examine how the composition and level of household expenditures

have changed in response to expansions in the EITC.

Professor Hoynes is also developing a research program using rich administrative panel data on a large sample of welfare recipients in California. In "AFDC Caseloads and Labor Markets: Assessing the Impact of Cycles on Entry, Exit, and Recidivism," she uses 10 years of this administrative data to examine the importance of labor demand in welfare participation. She finds that increases in labor market opportunities leads to lower rates of entry into welfare, shorter welfare spells, and lower recidivism rates. Ultimately, this data will be linked with panel data on quarterly earnings. This will allow her to examine issues such as the extent of previous work experience for welfare recipients, the nature of transitions from welfare to work, and the role that the EITC plays in facilitating that transition.

PUBLICATIONS

"The Impact of Demographics on Housing and Non-Housing Wealth in the United States," in Michael D. Hurd and Naohiro Yashiro (Eds.), *The Economic Effects of Aging in the United States and Japan*. Chicago: University of Chicago Press, 1997. With Daniel McFadden.

"Does Welfare Play Any Role in Female Headship Decisions?" *Journal of Public Economics*, 65(2):89-117, August 1997.

"Work, Welfare, and Family Structure: What Have We Learned?" in Alan Auerbach (Ed.), *Fiscal Policy: Lessons From Economic Research*. Cambridge, Mass: MIT Press, 1997.

JEROME KARABEL

Professor, Department of Sociology

Jerome Karabel continues to pursue his research on intellectuals in Eastern Europe and Russia, and their role in the construction and breakdown of Communism. A special focus of this study is the presence or absence of political alliances between the intelligentsia and the working class. In addition, Professor Karabel has begun a new research project on the effect that the elimination of affirmative action has had on the University of California.

PUBLICATIONS

"No Alternative: The Effects of Color-Blind Admissions in California," in Gary Orfield and Edward Miller (Eds.), *Chilling Admissions: The Affirmative Action Crisis and the Search for Alternatives*. Cambridge, Mass.: Harvard Civil Rights Project and Harvard Education Publishing Group, pp. 34-50, 1998.

LARRY KARP

Professor, Agricultural and Resource Economics

Larry Karp's research during the past year has principally been in the areas of trade and environmental policy. He has shown how the importance of a government's ability to commit to future trade policy depends on the adjustment process of labor and on the pattern of consumer demand. An empirical paper models the ability of Wetlands Mitigation Banks to assist in the recovery of endangered wetlands. He has investigated the relative merits of quotas and taxes to control stock pollutants when regulators and firms have asymmetric information. An empirical application of the methods suggests that taxes are superior to quotas in controlling greenhouse gas. A theoretical paper, using a dynamic model based on the theory of the second best, attempts to reconcile some disagreements between environmentalists and neoclassical economists regarding the benefits of environmental reform in open economies.

CLARK KERR

UC President Emeritus

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Economics and Haas School of Business*

Clark Kerr continues to write his memoirs covering his Berkeley chancellorship and UC presidency. It is tentatively titled "The Gold and the Blue — A Personal Memoir of the University of California," and will be published by UC Press in 1999.

PUBLICATIONS

"The American University Always in Transition: From a Glorious Past to a Dreadful Future, 1900-2000," in Detlef Muller-Boling, Evelies Mayer, Ann J. MacLachlan, and Jutta Federowitz, (Eds.), *University in Transition*. Gutersloh, Germany: Bertelsmann Foundation Publ., pp. 297-306, 1998.

"Clark Kerr's Perspective on Leadership Challenges," *Change*, vol. 30, no. 1, January/February 1998, pp 10-11.

JONATHAN LEONARD

Professor, Haas School of Business

Jonathan Leonard's areas of research include sources of job growth and dynamics of the firm; job turnover and wage discrimination; affirmative action, occupational advancement, and discrimination; the decline in union membership; wage and employment determination; and the Social Security Disability Program and labor force participation. Professor Leonard's work with Professor David Neumark of

the University of Pennsylvania shows that a real shift lowered the growth of wages in the early 1980s, but that this change went beyond what could have been expected based on past business cycles, weaker unions, improved central bank credibility, or shifts in expectations of inflation. Rather, real structural changes, as well as a shift in compensation from wages to fringes, appear to have been the cause of slowed wage growth.

DAVID LEVINE

Associate Professor, Haas School of Business

David Levine examines what management policies, such as training and quality program, contribute to high-skill/high-performance workplaces. He also focuses on the role and design of public policies to promote such high-performance workplaces. Current projects focus on the roles of internal labor markets, families, and neighborhoods in determining pay and inequality.

PUBLICATIONS

"Model Changes in the Toyota Production System," forthcoming in *Organization Science*, 1998. With Paul S. Adler and Barbara Goldoftas.

"Institutional Incentives for Employer Training," *Journal of Education and Work*, vol. 10, no. 2, June 1997. With David Finegold.

ETHAN LIGON

Assistant Professor, Agricultural and Resource Economics

Ethan Ligon is chiefly interested in understanding welfare and institutions in "village economies." Understanding these economies poses a wealth of challenges to economic theory because the village, to a first approximation, appears to provide an almost ideal testing ground for much of what constitutes modern economic theory, particularly the theory of contracts. However, the existing theory does not adequately explain financial and labor relationships in rural villages. Professor Ligon has been involved in modeling economies with a variety of different impediments to trade, including limited commitment, private information, and exogenously imposed liquidity constraints. Although these impediments imply market failure, each has far-reaching and diverse effects on the type of labor contracts we would expect to observe and quite different implications for the sort of policy best pursued to correct the failure. These models seem to help explain several puzzling 'stylized facts' of village economies.

JAMES LINCOLN

*Director, Institute of Industrial Relations
Professor, Haas School of Business*

James R. Lincoln is a professor at the Walter A. Haas School of Business and the Director of the Institute of Industrial Relations at UC Berkeley. He was previously on the faculties of the University of Southern California, Indiana University, and the University of Arizona. His Ph.D. is in Sociology from the University of Wisconsin (1974). His primary research and teaching interests concern organizational theory and Japanese economic organization. He is the author (with Arne Kalleberg) of *Culture, Control, and Commitment: A Study of Work Organizations and Work Attitudes in the U.S. and Japan* (Cambridge University Press, 1990) and numerous articles on Japanese management and labor. He has been a visiting scholar at Hitotsubashi, Doshisha, and Ritsumeikan Universities in Japan. His current research is with Professor Michael Gerlach of the Haas School of Business on *keiretsu* networks and partnerships in Japan. A book from this project is under preparation for Cambridge University Press.

PUBLICATIONS

"The Structural Analysis of Japanese Economic Organization: A Conceptual Framework," in W. Mark Fruin (Ed.), *Networks and Markets: Pacific Rim Strategies*. New York: Oxford University Press, 1998. With Michael Gerlach.

"Changing Firm Boundaries in Japanese Auto Parts Networks," pp. 179-200, in Mark J. Roe (Ed.), *Corporate Governance Today*. New York: The Sloan Project on Corporate Governance at Columbia Law School, 1998. With Christina L. Ahmadjian.

"Evolving Patterns of Keiretsu Organization and Action in Japan," pp. 307-343, in B. M. Staw and L. L. Cummings (Eds.), *Research in Organizational Behavior*, vol. 20. Greenwich, CT: JAI Press, 1998. With Michael L. Gerlach, and Christina Ahmadjian.

"Organizational Learning and Purchase-Supply Relations in Japan: Hitachi, Matsushita, and Toyota Compared," *California Management Review*, 24 (Spring, 1998): 241-264. Special Issue on Knowledge and the Firm, edited by Robert E. Cole. With Christina L. Ahmadjian and Eliot Mason.

RAYMOND MILES

Dean Emeritus, Haas School of Business
Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Haas School of Business

Raymond Miles' continuing interest is the evolution of organizational forms and its implications for organizational economics, industrial relations policy and practice, and managerial philosophies and behaviors. Work is in progress on the value-adding properties of organizational forms, a resource-based theory for inter-firm collaboration, careers in alternative organizational forms, and leadership style requirements in organizations designed for continuous innovation. As Co-Chair of the Advisory Committee of COHRE, Professor Miles is organizing a continuing forum for academics and executives to discuss the implications of organizational evolution for a wide range of management and human resources issues.

PUBLICATIONS

"Some Conceptual and Research Barriers to the Utilization of Knowledge," *California Management Review*, Spring 1998. With Grant Miles, Vincenzo Perrone, and Leif Edvinsson.

CHARLAN JEANNE NEMETH

Professor, Department of Psychology

Charlan Nemeth has long been interested in influence processes and group decision making. Her emphasis has generally been on "celebrating our differences rather than homogenizing people." She and her research group have often found there is power in being underestimated; there is value in exposure to differing views, even when those views are incorrect or create internal conflict. The underlying interest in all of this work is to use influence processes to make people stronger, smarter, more reflective, and clearer about their opinions, values and behavior.

PUBLICATIONS

"Selected Factors Impacting Decision-Making in Pre-Referral Intervention and Other School-Based Teams: Exploring the Intersection Between School and Social Psychology," *Journal of School Psychology*, 35, 195-216, 1997. With T.B. Gutkin.

"Managing Innovation: When Less is More," *California Management Review*, 40, 59-74, 1997.

JEFFREY M. PERLOFF

Professor, Agricultural and Resource Economics

Jeffrey Perloff is interested in research in labor economics in general and agricultural labor economics in particular. In addition, he conducts research in industrial organization, trade, and law and economics. Lately, he has been examining the effects of the minimum wage, welfare programs, and other government policies on agricultural labor markets.

PUBLICATIONS

"Recovering Information from Censored and Ordered Multinomial Response Data," *Journal of Econometrics*, 79(1):23-51, 1997. With Amos Golan and George Judge.

"The Effects of Wages, Benefits, and Working Conditions on Farm Worker Retention," *Industrial Relations*, 36(4):474-88. With Susan M. Gabbard.

"Migration of Seasonal Agricultural Workers," *American Journal of Agricultural Economics*, February 1998. With Lori Lynch and Susan M. Gabbard.

TROND PETERSON

Associate Professor, Haas School of Business
Department of Sociology

The first of Trond Peterson's four research projects investigates reward and motivation structures in formal organizations. This project has two specific foci. The first is to contrast the use of bureaucratic career incentives (i.e., when future promotions and rewards depend on current performance) with direct incentives (e.g., piece-rates, production bonuses, etc.). He investigate the determinants of the organizational choices between these two types of reward structures. The second focus is on the effects of direct incentive structures on the level and distribution of wages.

His second project studies career patterns of white-collar employees in a large bureaucratically organized insurance company and a large public utility company. He uses the personnel records of the companies.

His third project is on methods for quantitative research. This project does not have a single core but consists instead of two separate components. The first and most important component is research on methods for analysis of longitudinal data, or more specifically, event history data.

His fourth project is on occupational sex segregation and the gender wage gap. This is also a large-scale comparative project, analyzing data from the U.S., Norway, and Sweden.

PUBLICATIONS

"Likestilling i lønn og opprykk." (In Norwegian.) *Tidsskrift for samfunnsforskning* 38(2): 258-267, 1997.

"Sluttreplikk." (In Norwegian.) *Tidsskrift for samfunnsforskning* 38(2): 274-275, 1997.

“Ar kvinnor utsatta for lonediskriminering?” (In Swedish). 1997. *Ekonomisk Debatt* 25(1): 17-23. With Eva Meyerson.

“Olika betalt for like arbete—En myt?” (In Swedish). 1997. *Ekonomiska Samfundets Tidskrift*, Nr. 1, 1997, pp. 39-49. (*The Journal of the Economic Society of Finland*. Helsinki, Finland.) With Eva Meyerson.

MICHAEL REICH

Professor, Department of Economics

Michael Reich's general research interests cut across areas of labor economics as well as the history of economic thought. Within labor economics, he is interested in institutional differences — such as managerial intensity and corporate governance structures — and their consequences for economic performance across the U.S., Western Europe, and Japan. He also maintains interests in labor market segmentation and inequality in the U.S. Within the history of economic thought, he is interested in relating the evolution of economic thought in the 20th century to distinct historical stages and institutional structures of capitalism, as developed in his previous work on social structures of accumulation.

PUBLICATIONS

“Developing Skills and Pay Through Career Ladders,” *California Management Review*, 32(2), 1997. With Clair Brown.

“Micro-Macro Linkages in High Performance Pay Systems,” *Organization Studies*, 18(5), 1997. With Clair Brown.

“Labor Law and Labor Relations in the United States: Impact on Growth and Equality,” in J. Galbraith, (Ed.), *Report to United Nations Development Program and Central Planning Agency*, PR. China, 1998.

KARLENE ROBERTS

Professor, Haas School of Business

Karlene Roberts engages in research on the design and management of organization, and systems of organizations, in which error can result in catastrophic consequences. The research team that Professor Roberts has been working with has recently focused more attention on systems of interdependent organizations because it was found that errors in one organization are often direct results of the activities of other organizations. Her publications have centered around issues of organizational structure, decision-making, and culture.

PUBLICATIONS

“In Their Own Words,” in R. Field (Ed.), *Human Behavior in Organizations: A Canadian Perspective*. Toronto: Prentice Hall Canada, (2nd Edition) 1997.

“Decision Support and Organizational Forms in a High Velocity Environment: Responses to Catastrophic Oil Spills,” in M. Grabowski and W.A. Wallace (Eds.), *Advances in Expert Systems for Management: Evaluation and Value in Knowledge Based Systems*. Greenwich, Ct: JAI Press, 1997. With M. Grabowski, and J.R. Harrald.

“Risk Mitigation in Large Scale Systems: Lessons From High Reliability Organizations,” *California Management Review*, 39, 152-162, 1997. With M. Grabowski .

“Lessons From Other Industries,” in *Proceedings of the 1996 International Workshop on Human Factors in Offshore Operations*. New York: American Bureau of Shipping, 1997.

JAMES ROBINSON

Professor, School of Public Health

James Robinson's research focuses on the organizational transformation of the health care system under managed care. He is analyzing horizontal integration through mergers and acquisitions, vertical integration and contractual relationships with physical organizations and hospital systems, the growth of large public and private purchasing alliances, and the changing nature of public policy. Professor Robinson's research is supported by the Robert Wood Johnson Foundation and the Milbank Memorial Fund.

ANNALEE SAXENIAN

Associate Professor, City and Regional Planning

Annalee Saxenian is currently studying the role of immigrant entrepreneurs in Silicon Valley's technology industry. She seeks to illuminate how Chinese, especially Taiwanese, and Indian engineers—who account for almost one-third of the region's professional workforce—are simultaneously creating a new model of immigrant entrepreneurship and building transnational networks that accelerate the integration of Silicon Valley and fast-growing regions in Asia. This project builds on her prior research comparing Silicon Valley and Boston's Route 128: *Regional Advantage: Culture and Competition in Silicon Valley and Route 128* (Harvard University Press, 1994).

PUBLICATIONS

“Immigrant Entrepreneurs in Silicon Valley,” *Berkeley Planning Journal*, vol. 12, 1998.

ANDREW SCHARLACH

Eugene and Rose Kleiner Professor of Aging Policies, Social Welfare

Andrew Scharlach directs the Center for the Advanced Study of Aging Services. An ongoing area of research concerns the economic implications of family care responsibilities. In projects with Kaiser Health Plan and the California Department of Health Services, Professor Scharlach has been examining the role of coordinated care management in reducing the costs associated with caring for an ill or disabled family member, facilitating access to appropriate long term care services, and potentially limiting the financial and legal risks borne by insurers and other third-party payers.

Publications

"Quality Assurance in Longterm Care Case Management," *Geriatric Care Management*, 1997. With B. K. Robinson.

"Caregiving and Employment: The Impact of Work Place Characteristics on Role Strain," *Journal of Gerontological Social Work*, 1997. With K. I. Fredriksen.

"A Critical Analysis of Elder Care Programs in the United States," in G. Naegele and M. Reichert (Eds.), *Working and Caring: The Situation in Germany, Europe and North America*, Dortmund, Germany: Forschungsgesellschaft für Gerontologie e. v. Institut für Gerontologie, 1997.

"The Family and Medical Leave Act of 1993: Analysis and Appraisal," *Social Service Review*, 1997. With B. Grosswald.

HARLEY SHAIKEN

Professor, School of Education

Harley Shaiken's research has focused on economic globalization and its impact on labor. His work defines and analyzes the factors shaping comparative advantage on a global scale, including the role that new ways of organizing work plays in both changing shop floor relations and influencing competitiveness and comparative advantage. Over the past year, Professor Shaiken has explored two themes: the transformation of Mexican manufacturing and its integration with the rest of North America in the wake of NAFTA, and labor and labor market impacts of NAFTA in the U.S.

BARRY STAW

Professor, Haas School of Business

Much of Barry Staw's research focuses on the micro, or psychological side, of organizational behavior. Over the years, he has conducted a large number of studies on the

problem of escalating commitment to a course of action. He also has done research on job attitudes, especially the role that personality plays in determining one's reactions to an organizational role. Recently, he also has conducted research on creativity in organizational settings, the influence of dispositional affect on work performance, and how a leader's expression of emotion affects team performance.

Publications

"Escalation at the Credit Window: A Longitudinal Study of Bank Executives' Recognition and Write-Off of Problem Loans," *Journal of Applied Psychology*, 82, 1997. With Sigal G. Barsade and Kenneth W. Koput.

"Fun's Over. Fact Checkers Are Here: A Case Study of Institutionalized Dissent in the Magazine Publishing Industry," in J. Wagner (Ed.), *Advances in Qualitative Organization Research*, vol. 1, 1998. With Lisa E. Cohen.

Research in Organizational Behavior, vol. 20, Greenwich, CT: JAI Press, 1998. With Larry L. Cummings (Eds.).

DAVID STERN

Professor, School of Education

Since 1995, David Stern has been Director of the National Center for Research in Vocational Education, a federally funded center that conducts research on new ways to combine work-related and academic education. He also continues to pursue his interest in the integration of learning and work, especially in light of the growing number of American students who hold paid jobs while in high school or college. Within the past three decades, the proportion of U.S. students who work for pay during the school year has grown to a clear majority. While some students' employment enhances their performance at school, there is also the danger that working can undermine students' school performance and detract from their eventual career achievement. Professor Stern also heads a project that provides assistance to career academies, which are high school programs that organize the core academic curriculum around a vocational theme such as health careers or computer-related occupations.

Publications

"Design of Work-Based Learning for Students in the United States," *Youth and Society*, 29(4): 471-502, June 1998. With M. Rahn, and Y.-P. Chung.

School to Work, College and Career: A Review of Policy, Practice, and Results 1993-97, Berkeley, CA: National Center for Research in Vocational Education, University of California, 1997. MDS-1144. With M. Urquiola, I. Horn, C. Dornsife, B. Chi, L. Williams, D. Merritt, K. Hughes, and T. Bailey.

"What Difference Does It Make if School and Work Are

Connected? Evidence on Co-Operative Education in the United States," *Economics of Education Review* 16(3): 213-226, 1997. With N. Finkelstein, M. Urquiola, and H. Cagampang.

GEORGE STRAUSS

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Haas School of Business*

George Strauss is interested in union government and structure, workers' participation, comparative industrial relations, research methodology, and the history of organizational behavior.

PUBLICATIONS

Organizational Participation: Myth or Reality. London: Oxford University Press, 1998. With Frank Heller, Eugen Pucik, and Bernhard Wilpert.

Researching the World of Work: Strategies and Methods in Studying Industrial Relations. Ithaca: Cornell University Press, 1998. Edited with Keith Whitfield.

Book Review: Charles Hecksher, "The New Unionism: Employee Involvement in the Changing Corporation (with a new introduction)," *New Zealand Journal of Industrial Relations*. 22 (2): 217-219, 1997.

Review essay: Lex Donaldson, "American Anti-Management Theories of Organization: A Critique of Paradigm Proliferation," *Human Relations*, 50 (9): 1177-1190, 1997. With Michael Hanson.

LLOYD ULMAN

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Economics*

Lloyd Ulman's research has focused on wage-setting institutions in the United States, Japan, and Europe. As Director of the Center for Research in International Labor and Industrial Relations, he is planning a small international conference on union perspectives on selected problems of importance in Germany, Japan, and the U.S. In addition, he continues to co-direct the Bay Area Labor Studies Conference with Kirsten Spalding of the Labor Center.

PUBLICATIONS

"The Kennedy-Johnson Wage Guideposts." (Proceedings of the Industrial Relations Research Association, 1998).

KIM VOSS

Associate Professor, Department of Sociology

During the past year, Kim Voss interviewed labor organizers about the tactics they are using in organizing campaigns, and presented work from the project at several academic and labor conferences. She also continued working on a project that looks at the lessons British and American labor activists drew from strike defeats in the late 19th and early 20th centuries. This project, which is funded by the National Science Foundation, seeks to discover whether activists' interpretations of defeats affect the fate of labor and other social movements.

RICHARD WALKER

Professor, Department of Geography

Richard Walker's recent research has addressed immigration and labor demand in California, labor organizing in the current economic climate of California, evolution of the San Francisco Bay Area economy, history of industrial location in the Bay Area, and the political dilemmas of California around growing race and class schisms. He has been studying government subcontracting in the central Bay Area through a grant from SEIU No. 790. Professor Walker is also working on a book project about San Francisco and the Bay Area, which includes the above issues.

PUBLICATIONS

"California Rages: Regional Capitalism and the Politics of Renewal," in Jane Wills, Roger Lee, (Eds.), *Geographies of Economy: States of the Art in Economic Geography*. London: Edward Arnold, pp. 345-56, 1997.

"An Appetite for the City," in James Brook, Chris Carlsson and Nancy Peters (Eds.), *Reclaiming San Francisco: History, Politics, Culture*. SF: City Lights Books, pp. 1-20, 1998.

Foreword to Andrew Herod (Ed.), *Organizing the Landscape: Geographical Perspectives on Labor Unionism*, University of Minnesota Press, pp. xi-xvii, 1998.

"Unseen and Disbelieved: A Political Economist Among Cultural Geographers," in Paul Groth and Todd Bressi (Eds.), *Understanding Ordinary Landscapes*. New Haven: Yale University Press, pp. 162-73, 1997.

HAROLD L. WILENSKY

Professor Emeritus, Department of Political Science

Harold Wilensky has spent much of his career studying what is distinctly modern about modern societies (the impact of industrialization on social structure, culture, and

politics), and the divergent paths of development among rich democracies. His recent work analyzes the impact of social spending and public policy on real welfare, with a focus on the alleged trade-offs between social security, equality, job protection, and participatory democracy on the one hand, and economic performance on the other.

PUBLICATIONS

"A Journey Through the Social Sciences," in *Comparative European Politics: The Story of a Profession*, Hans Daalder (Ed.), pp. 309-327. London: Pinter, Cassell Publishers, Ltd., 1997.

"Social Science and the Public Agenda: Reflections on the Relation of Knowledge to Policy in the United States and Abroad," *Journal of Health Policy, Politics, and Law*, vol. 22, no. 5 (October 1997), pp. 1251-1275.

"What Can Cross-National Comparison Tell Us About Health-Care Politics and Performance?" Paper presented at the 1998 Peder Sather Symposium IV, "The Impact of New Technology on Health and Health-Care Systems," University of California at Berkeley, March 5-6, 1998.

PAUL WRIGHT

Professor, College of Engineering

At UC Berkeley, Paul Wright is the holder of the A. Martin Berlin Chair in Mechanical Engineering and is the Co-Chair of the Management of Technology Program, a collaboration with the Haas School of Business. Previously, he was a Professor of Computer Science at the Courant Institute of Mathematical Sciences, New York University, and Director of their Robotics and Manufacturing Research Laboratory (1987-1991). Between 1979 and 1987, he was a Professor of Mechanical Engineering and of the Robotics Institute at Carnegie-Mellon University. He has also been a Research Associate in Physics at the University of Cambridge, England (1978), a Senior Lecturer in the Department of Mechanical Engineering at the University of Auckland (1975-1978), and a consulting engineer for an industrial development laboratory in New Zealand (1972-1975). He was born in London and obtained his degrees at the University of Birmingham, England. His publications span the areas of metal processing, especially machining, robotics and its applications in flexible manufacturing systems, the development of expert systems for manufacturing, rapid prototyping and Internet-based CAD/CAM.

PUBLICATIONS

"Decision Monotonicity in Incremental Design: A Case Study of Design for Manufacture," *Research in Engineering Design*, vol. 9, pp. 235-245, 1997. With S.E. Sarma.

"CyberCut: A Networked Machining System," *Transactions*

of the North American Manufacturing Research Institution, 26, pp. 35-41, 1998. With D.A. Dornfeld.

"Open Architecture Controllers for Machine Tools, Part I: Design Principles," *ASME Journal of Manufacturing Science and Engineering*, May 1998, vol. 120, pp. 417-424. With S.M. Schofield.

"Open Architecture Controllers for Machine Tools, Part II: A Real Time Quintic Spline Interpolator," *ASME Journal of Manufacturing Science and Engineering*, May 1998, vol. 120, pp. 425-432. With F.C. Wang.

J. NICHOLAS ZIEGLER

Visiting Associate Professor, Department of Political Science

J. Nicholas Ziegler's research interests lie in the area of comparative European politics. He recently completed a study of occupational identities and public policies for promoting technological change in France and Germany. His current work concerns the redrawing of public-private boundaries in the advanced industrial countries, focusing on the renegotiation of institutional forms for governing economic activities. Specific cases include political efforts to reform the rules of corporate governance in Europe; the privatization of public-service industries, particularly telecommunications and air transport; and the uses of liberal political doctrine in the party politics of Germany and the United States.

PUBLICATIONS

Governing Ideas: Strategies in Innovations for France and Germany. Ithaca: Cornell University Press, 1997.

SHELDON ZEDECK

Chair and Professor, Department of Psychology

Sheldon Zedeck's research interests are in four areas: employment selection and validation models, with particular emphasis on reducing adverse impact against minorities; the impact of work on family and vice versa; how individuals process information prior to making decisions, and the influence of "sabbaticals" on attitudes and behavior. Professor Zedeck has been collecting and analyzing data in these areas.

PUBLICATIONS

Commentary: Additional Roles for the Chair. *The Psychologist-Manager Journal*, 2(1), 74-76. 1998.

JOHN ZYSMAN

Professor, Department of Political Science

John Zysman's core research agenda explores how changes in the international economy, popularly labeled globalization, are interconnected with the dynamics of national domestic politics. Recently this agenda has been bounded by two broad themes. A recently published paper, "Globalization with Borders: The Rise of 'Wintelism' as the Future of Industrial Competition," proposes that two interwoven developments with their roots in American high technology industries—namely "Wintelism" and Cross-National Production Networks (CPNs)—are altering the terms of competition in many global markets and shifting the structure of many industries. The new strategies change what companies must do to win in the market and, by so doing, change the number and type of firms in the industry, the activities each undertake, and industry and firm boundaries. Competition is shifting away from final assembly and vertical control of markets by final assemblers toward a struggle over setting and evolving de facto product standards in the market, with market power lodged anywhere in the value chain. In turn, "Wintelism" is now influencing the economies and politics in which it has emerged. In the past year Professor Zysman has also been editing two volumes developing the basic perspective that these Cross-National Production Networks and the emerging terms of privatization in Eastern Europe will define the political as well as the economic institutions in a unified European economy.

PUBLICATIONS

"Reorganizing Europe: Industrial Reorganization and Political Reconfiguration," *Journal of Common Market Studies*, Fall 1998 (special issue). With Andrew Schwartz.

"Globalization With Borders: The Rise of Wintelism as the Future of Industrial Competition," in *Industry and Innovation*, 4(2), Winter 1997. With Michael Borrus.



Visiting Scholars

Tore Bakken

Research Fellow, Norwegian School of Management

Sponsored by Prof. Glenn Carroll

August 1997 - July 1998

Professor Bakken's research interest is business ethics and the sociology of risk management.

Eduardo Gonzalez-Biedma

Research Fellow, University of Seville, Spain

Sponsored by Prof. George Strauss

July 1997 - September 1997

Professor Gonzalez-Biedma's interests focus on Occupational Health and Safety laws in the U.S. and how they compare with the most recent European regulations.

Espen Dahl

Research Fellow, FAFO Institute for Applied Social Science, Norway

Sponsored by Prof. Trond Petersen

January 1996 - December, 1997

Dr. Dahl studies how socio-economic factors affect health and health care. He is the research director at the FAFO Institute for Applied Social Science.

Margaret Ford

Research Fellow, Institute of Applied Research, Oslo, Norway

Sponsored by Prof. Harold Wilensky

August 1996 - August 1997

Professor Ford's primary research interests concern vocational rehabilitation systems.

Astrid Hanssen

Research Fellow, Department of Economics & Centre for Social Research,
University of Bergen, Norway

Sponsored by Prof. Trond Petersen

January 1998 - June 1998

Professor Hanssen's research is in the field of labor economics. She is working on a project on unemployment and social insurance.

Geir Hogsnes

Research Fellow, Norwegian University of Science and Technology

Sponsored by Prof. Glenn Carroll

January 1998 - May 1998

Professor Hogsnes' research is on state incomes policy and wage determination.

Xiaoying Qian

Research Fellow, Japan Institute of Labor, Japan

Sponsored by Prof. George Strauss

May 1996 - October 1997

Dr. Qian's research involved the labor market and employment systems in the U.S.

VISITING SCHOLARS

DANIEL RASCHER

Research Fellow, University of Massachusetts/Sports Management

Sponsored by Prof. Clair Brown

March 1998 - March 1999

Professor Rascher's research focuses on the Competitive Semiconductor Manufacturing Program.

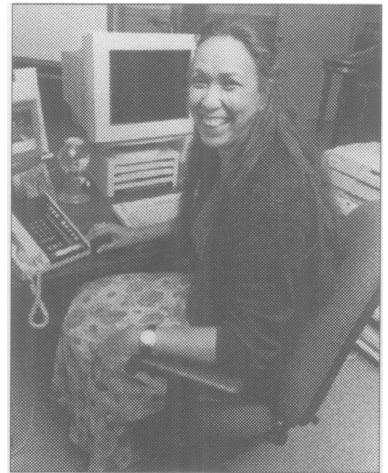
Heather-Jane Sears

Harkness Fellow, Commonwealth of England

Sponsored by Prof. David Levine

August 1996 - December 1997

Ms. Sears, Executive Director of King's Healthcare NHS Trust, researched the development of clinical and organizational effectiveness in the U.S.



In addition to her role as receptionist, Myra Armstrong also helps coordinate logistics for IIR's visiting scholars.



People

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STUDENT SUPPORT

Students are major beneficiaries of IIR's efforts to promote research on industrial relations, workplaces, and labor markets. The Institute supports student research both directly by employing graduate student researchers to support faculty research, and indirectly by providing an environment that supports students' dissertations and other advanced research. Since the Institute's founding in 1945, thousands of students have learned how to do research by working with faculty on IIR-administered research projects. In 1997-98, IIR and IIR-administered grants employed 46 graduate students, 29 undergraduates, and two postgraduate researchers. The Institute also offers a unique environment to support graduate students' own research. Some of the benefits are the physical resources: the library, computer center, and office space. Also important is the gathering of Institute staff, coupled with faculty and graduate students from many disciplines. For many students, the resulting cross-fertilization of ideas and easy communication with faculty and peers plays a key role in advancing their research.

1997 GRADUATE STUDENTS AND GRADUATE STUDENT RESEARCH AREA OR PROJECT TITLE

Melissa Appleyard, Economics, sponsored by Prof. Clair Brown
"Knowledge Creation and Diffusion in the Semiconductor Industry"
(Ph.D. awarded in 1997)

Lissa Bell, Sociology, sponsored by Prof. Kim Voss
"The Party and the Guests"
(Ph.D. awarded in 1997)

Leslie Bell, Sociology, sponsored by Kirsten Snow Spalding
"Research for an Arbitration Involving Local 21 and the City/County of San Francisco"
(Ph.D. expected in 2000)

Joseph Blum, Sociology, sponsored by Prof. Michael Burawoy
"Degradation Without Deskillling: Twenty Years in the San Francisco Shipyards"
(Ph.D. expected in 1998)

Benjamin Campbell, Economics, sponsored by Prof. Clair Brown
"High-Skill Workers and High-Tech Industry"
(Ph.D. expected in 2000)

Hayley Chouinard, Agricultural Resource Economics, sponsored by Prof. Jeffrey Perloff
(Ph.D.)

Cristian Echeverria, Economics, sponsored by Prof. David Levine
"The Options Approach to Consumption Under Uncertainty"
(Ph.D. expected in 1999)

Mark Edstrom, Sociology, sponsored by Prof. Neil Fligstein
"The Rise of the Shareholder Value Conception of the Firm"
(Ph.D. expected in 2001)

Frank Flynn, Organizational Behavior and Industrial Relations, sponsored by Prof. Jennifer Chatman
"Power and Persuasion"
(Ph.D. expected in 2001)

Susan Grubb, Political Science, sponsored by Prof. Ruth Collier
“Industrial Labour Movement Role in Democratization of Europe in the 19th
Century”
(Ph.D. expected in 2002)

Justine Hastings, Economics, sponsored by Prof. Ken Chay
“Cost/Benefit of Environment Regulation”
(Ph.D. expected in 2000)

Rene Kamita, Economics, sponsored by Prof. Clair Brown
“Competitive Semiconductor Manufacturing - Human Resources Project”
(Ph.D. expected in 2001)

Susan Kim, Public Policy, sponsored by Prof. Lloyd Ulman
“Labor Market in Germany and Japan”
(Ph.D. awarded in 1998)

Michael Kinstlick, Industrial Engineering and Operations Research, sponsored by
Prof. Glenn Carroll
“Mortality/Founding/Life-Cycle Research on Corporations in Brewing and Auto
Industries”
(Ph.D. expected in 2000)

Anna Korteweg, Sociology, sponsored by Prof. Michael Burawoy

Matthew Kramer, Law, sponsored by Kirsten Snow Spalding
“Union Pension Fund Investment”
(Ph.D. expected in 2000)

Elisabeth Lamoureux, Geography, sponsored by Kirsten Snow Spalding
“Female Labor Militancy in South Korea”
(Ph.D. expected in 2000)

Yong Lee, J.D., sponsored by Carol Vendrillo
California Public Employee Relations Program
Law Intern

Iona Mara-Drita, Sociology, sponsored by Prof. Laura Edelman
“Historical Analysis of the Rise and Diffusion of EEO Policy”
(Ph.D. expected in 1999)

Eliot Mason, Organizational Behavior and Industrial Relations, sponsored by
Prof. James Lincoln
“A Pinch of Constraint, A Dash of Autonomy: A Social Network Recipe for Corpo-
rate Performance in Japan”
(Ph.D. expected in 1999)

Georgina Moreno, Agricultural Resource Economics, sponsored by Prof. David Levine
“Total Quality Management and Pay Structures”
(Ph.D. expected in 2000)

Enrico Moretti, Economics, sponsored by Profs. David Card and Jeffrey Perloff
“Externalities from Education”
(Ph.D. expected in 2000)

STUDENT SUPPORT

Susannah Paletz, Psychology, sponsored by Prof. Charlan Jeanne Nemeth
“Innovation, Creativity, and Entrepreneurs”
(Ph.D. expected in 2002)

Greg Pinsonneault, Economics, sponsored by Prof. Clair Brown
Semiconductor Project
(Ph.D. expected in 2001)

Elizabeth Rudd, Sociology, sponsored by Prof. Michael Reich
“High-Performance Pensions: Multi-Employer Plans and the Challenges of Falling
Pension Coverage and Retirement Insecurity”
(Ph.D. awarded in 1998)

Judith Ruha, Economics, sponsored by Prof. Michael Reich
“Initial Entry Onto AFDC: Factors, Routes, and Dependency”
(Ph.D. awarded in 1998)

Stephanie Sansom, Public Health, sponsored by Prof. Joan Bloom
“Structural Changes in Acute Care Nursing in an Era of Intense Competition Among
Hospitals”
(Ph.D. awarded in 1997)

Karen Schnog, Organizational Behavior and Industrial Relations, sponsored by
Prof. Jennifer Chatman
“Individual Interactions & Work Teams”
(Ph.D. awarded in 1998)

Douglas Schwalm, Economics, sponsored by Profs. Hilary Hoynes and Nada Eissa
“Effect of EITC on Labor Supply of Working Couples”
(Ph.D. expected in 2000)

Dale Self, Economics, sponsored Prof. Clair Brown
“Fixed Costs per Worker and Labor Demand”
(Ph.D. awarded in 1997)

Teresa Sharpe, Sociology, sponsored by Prof. Michael Burawoy
(Ph.D. expected in 2003)

Rachel Sherman, Sociology, Prof. Michael Burawoy
“Trends in the Hotel Industry”
(Ph.D. expected in 2001)

Stephanie Short, J.D., sponsored by Carol Vendrillo
California Public Employee Relations Program
Law Intern

Sandra Spataro, Organizational Behavior and Industrial Relations, sponsored by
Prof. Jennifer Chatman
“Demographic Differences in Organizations: The Roles of Categorization, Identifica-
tion, and Status Comparison Processes”
(Ph.D. expected in 2000)

Brian Sutliff, Political Science, sponsored by Kirsten Snow Spalding
Center for Labor Research and Education
(Ph.D. expected in 2003)

Jimmy Torrez, Economics, sponsored by Prof. David Levine
“Intergenerational Transfers and Inequality”
(Ph.D.)

Lucia Tsai, Economics, sponsored by Prof. Glenn Carroll
“Aggregation of the Automotive Industry in the Midwest: 1895-1905”
(Ph.D. awarded in 1998)

Miguel Urquiola, Economics, sponsored by Prof. Nada Eissa
“Neighborhood Effects”
(Ph.D. expected in 1999)

Lisa Vanderford, Law, sponsored by Kirsten Snow Spalding
Center for Labor Research and Education
(Ph.D. expected in 1999)

Bennet Zelner, Business Administration, sponsored by Prof. Trond Petersen
“Effects of the Institutional Environment on Technology Adoption”
(Ph.D. expected in 1999)



Among the many graduate students who make IIR their home away from home are (from left to right) Ben Campbell, Elizabeth Armstrong, Mark Edstrom, Eliot Mason, Marco Manacorma, Enrico Moretti and Michael Ash.



STAFF

Myra Armstrong, *Receptionist*

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Frozan Wahaj, *Editorial Assistant, Industrial Relations Journal*

Debbie Woods, *Program and Publications Coordinator*

Carol Zabin, *Labor Policy Specialist, CLRE*

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Nghi Trieu

Maggie Tsan

Nobuko Watanabe

Edmund Wong

Shawn Wu



IIR staff include (from left to right) Jason Jed, Meilin Huang, Maureen Kawaoka, Mary Kay Stuvland, Kent Pinstter and Debbie Woods.