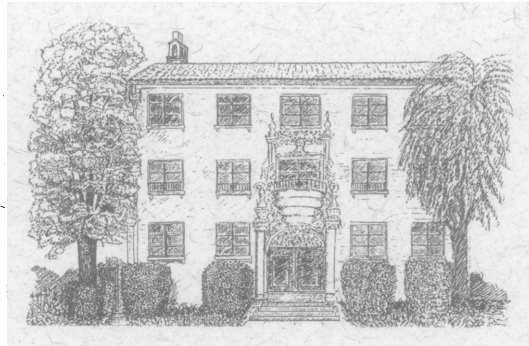
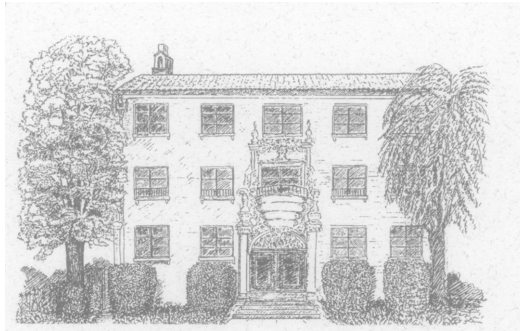


CELEBRATING 50 YEARS OF EXCELLENCE



INSTITUTE OF
INDUSTRIAL
RELATIONS

1995-96 Annual Report
University of California, Berkeley



INSTITUTE OF INDUSTRIAL RELATIONS

Clair Brown, Director
James Lincoln, Associate Director
Diane Leite, Business Manager

1995-96 Annual Report
University of California, Berkeley



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FROM THE DIRECTOR



"Today IIR finds itself well-positioned to meet the challenges of the next 50 years including addressing the policy needs of the state and the nation, and preparing the students whose research will inform the decisions of the next generation of U.S. policy makers."

**— Clair Brown,
IIR Director**

Dear Colleagues and Friends,

The year of our 50th Anniversary witnessed a celebration of our past along with preparation for our next 50 years of achievement and public contributions. The academic year 1995-96 was a period of great growth, challenge and consolidation for IIR. Strengthened by our recent budgetary challenges, IIR has emerged financially sound and invigorated by the range and excellence of our research and educational activities.

In November 1995, IIR celebrated our many and varied achievements with a gala celebration of our 50th anniversary with over 200 IIR supporters. We joined together to honor the lifelong accomplishments in Labor of Jack Henning, and in labor-management relations of George Shultz. Welcoming remarks for the 50th celebration were delivered by Richard Atkinson, President of the University of California, to an audience including local labor leaders, faculty, business leaders, alumni and graduate students.

Our 50th Anniversary has provided IIR with the opportunity to renew contact with alumni, especially former graduate students and visiting scholars. We have been very pleased by the response to the "Friends of IIR" program. This annual giving program was announced in IIR's "Institutor," which began in Winter 1996. IIR also established its first graduate fellowship fund, the Lloyd Ulman Labor Economics Fellowship Fund, with a goal of raising \$50,000 to create an annual graduate student fellowship award. IIR plans to create additional graduate student fellowship funds in order to support the work of IIR graduate students who currently represent 20 departments. Together with the work of its internationally-recognized faculty, the excellent research of IIR graduate students is the basis of the IIR's reputation in work and organization studies and in linking research to education and public service.

In 1996, IIR also announced the sponsorship of an oral history project of the life of John (Jack) Henning, outgoing executive secretary-treasurer of the California Labor Federation, AFL-CIO. Interviews for the oral history will be conducted by the pre-eminent Bancroft Library at UC Berkeley. Funds for the oral history were raised in conjunction with IIR from the labor community, which is proud to support this lasting legacy to the history of labor in California.

Faculty research covers a broad range of important topics, including labor in a global economy, the evolution of employment and wage systems, high performance work systems, and labor-management cooperation. Our educational activities and public programs draw upon this impressive research to ensure that the knowledge base of the university is made accessible and useful to society.

Information about IIR's research and activities is available on IIR's continually-updated web site at <http://violet.berkeley.edu/~iir>. Research abstracts from the *Industrial Relations* Journal to the findings of the National Center for the Workplace to the latest reports from the "Institutor" can be found by perusing IIR's Home Page.

Today IIR finds itself well-positioned to meet the challenges of the next 50 years including addressing the policy needs of the state and the nation, and preparing the students whose research will inform the decisions of the next generation of U.S. policy makers. As you scan the pages of this annual report, I hope you will be caught by the sense of excitement and shared vision that the faculty, students, "Friends" and staff of IIR embrace through the Institute's projects and programs. I invite you to visit the Institute, and to share in the enthusiasm for these programs and projects through direct participation and support.

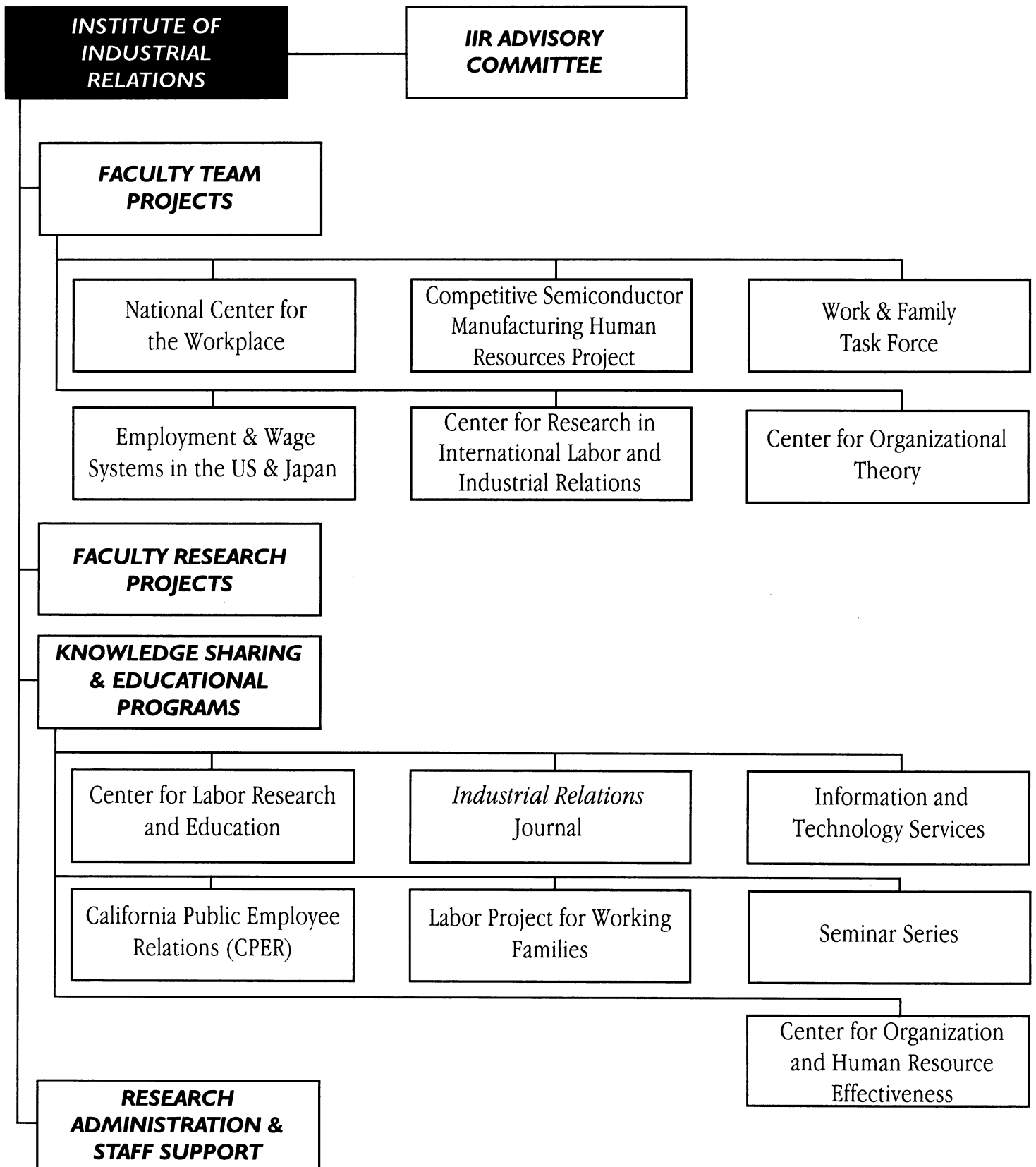
Best wishes,

Clair Brown,
Director, IIR



Celebrating IIR's 50 years of excellence (from left to right): Prof. George Strauss, Prof. Sheldon Zedeck, IIR Director Clair Brown, UC President Richard Atkinson, Prof. Raymond Miles, Honoree John F. Henning, IIR Founding Director Clark Kerr, UC Berkeley Vice Chancellor Joseph Cerny, Prof. Lloyd Ulman, Honoree George Shultz, and UC Berkeley Assistant Chancellor John Cummins.

ORGANIZATIONAL CHART





FRIENDS OF IIR

Major Donors 1995-96 Annual Fund

Sustaining Members (\$5,000 and above)

Citicorp
*International Brotherhood of
Electrical Workers,
Local 1245*
The Sloan Foundation
Levi Strauss & Co.

Leadership Circle (\$1,000 - \$4,999)

*Prof. Clair Brown and
Mr. Richard Katz*
*California Labor Federation,
AFL-CIO*
*California School Employees'
Association*
*Communications Workers
of America, District 9*
*International Brotherhood
of Teamsters*
*Northern California District
Council of Laborers*
*Michael Nye, California
Federation of Teachers*
*Oil, Chemical, and Atomic
Workers International
Union No. 38*
*Seafarers International Union
of North America*
*Service Employees International
Union, Local 790*
Teamsters Joint Council 92
UA Local 342
*United Public Employees,
Local 790*

The academic year 1995-96 has witnessed a groundswell of support for IIR. The 50th anniversary of the founding of the Institute, the inauguration of the annual membership program of IIR, and the announcement of IIR's first named fellowship fund, established in honor of emeritus professor and IIR former director, Lloyd Ulman, all provided vehicles for IIR supporters to strengthen the financial base of IIR's programs.

In 1995, IIR celebrated its many and varied achievements with a gala celebration of the Institute's 50th anniversary. A dinner held in November at the campus Alumni House was attended by over 200 IIR supporters who honored the lifelong accomplishments in Labor and labor-management relations of both George Shultz and Jack Henning. Welcoming remarks for the 50th celebration were delivered by Richard Atkinson, President of the University of California, to attendees who included a number of labor, University, government, and business leaders, as well as enthusiastic alumni and graduate students.

The 1996 inauguration of the "Friends of IIR" program has successfully enlarged and strengthened the existing base of support from individuals who support IIR's goals in research, education, and community service. Many of the Institute's new programs have been made possible through the enthusiastic support of its donors. IIR warmly acknowledges the generosity of their gifts throughout the past year, and thanks each of the individuals listed below for their continuing dedication to IIR's goals in research, education, and community service.

Institutor is used to disseminate information about current activities, faculty and graduate student research, upcoming IIR programs, and donor gifts. Published three times annually, the newsletter is distributed to over 1500 faculty, students, and supporters not only in California, but around the globe.

This year IIR also was extremely pleased to announce the establishment of its first-ever named fellowship fund, The Lloyd Ulman Labor Economics Fellowship Fund, with a fundraising goal of \$50,000. Donations to this fund may be made or pledged on an on-going basis.

As part of larger goal to raise funds for a chair in labor studies, IIR announced the sponsorship of an oral history project of the life of John (Jack) Henning, outgoing executive secretary-treasurer of the California Labor Federation, AFL-CIO. Interviews for the oral history will be conducted by scholars associated with the preeminent Regional Oral History Office of the Bancroft Library at UC Berkeley. The \$20,000 needed to complete the project is being raised from local labor organizations who are proud to contribute towards the creation of a lasting legacy to Mr. Henning, and to the history of labor in California.

Many of the Institute's new programs have been made possible through the enthusiastic support of its donors. IIR warmly acknowledges the generosity of their gifts throughout the past year, and thanks each of the individuals listed below for their continuing dedication to IIR's goals in research, education, and community service.

Donors who made gifts to 1995-96 Annual Fund:

IIR Associates

(\$500 - \$999)

International Brotherhood of Electrical
Workers, Local 332
Oil, Chemical, and Atomic Workers
International Union No.1-5
Prof. Karlene Roberts
San Francisco Central Labor Council

Benefactors

(\$100 - \$499)

Alameda Council Central Labor Council
Association of Flight Attendants, Council 11
Ms. Bonnie Bogue
Building and Construction Trade Council
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Profs. David and Ruth Collier
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Prof. Earl F. Cheit
Mr. Edward Chiera
Mr. David Concepcion
Prof. Robert J. Flanagan
Dr. Peder Inge Furseth
Ms. Mary Ruth Gross
Prof. George Hildebrand
Mr. Terence Huwe
ILGWU, Pacific Northwest District Council
International Longshoremen's &
Warehousemen's Union Local 10
Hon. Hagar El Islambouly
Hon. Alexci Kashkovskiy
Prof. Clark Kerr
Prof. David Levine
Los Angeles Plumbers Local 78
Prof. David Matza
Ms. Susan R. Mendelsohn
Dr. Peter Meyer
Milk Drivers & Dairy Employees
Local No. 302

Prof. and Mrs. Raymond Miles
Operating Engineers Union Local 3
Plumbers Union Local 78
Plumbers, Steamfitters, & Refrigeration
Fitters, UA Local 393
Mr. Harry Polland
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Mr. William E. Riker
Mr. Ted Saenger
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Teamsters Automotive Employees Union
Local 78
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Textile Workers
UFCW, Local 1179
United Educators of San Francisco
Ms. Carol Vendrillo
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Supporters

(\$25-\$99)

Ms. Candace Howes
Dr. Endo Koshi
Joan-Marie Shelley, United Educators
of San Francisco

*Donor designations for this special event
were set at levels separate from the an-
nual membership program.*

Donors to the Lloyd Ulman Labor Economics Fellowship Fund

Leadership Circle

(\$1,000 and above)

Lloyd and Lassie Ulman

Associates

(\$500 - \$999)

Prof. Clair Brown
Prof. Robert J. Flanagan
Prof. Yoshifumi Nakata
Prof. Michael Reich
anonymous

Benefactors

(\$100 - \$499)

Prof. Sanford M. Jacoby
Prof. M. Frances Van Loo

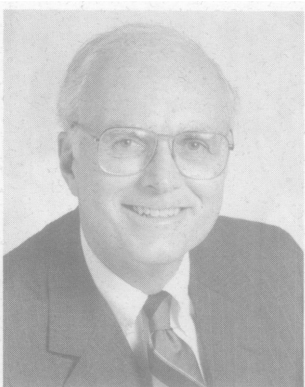
FACULTY TEAM PROJECTS

IR
INSTITUTE OF
INDUSTRIAL
RELATIONS



THE SPONSOR NETWORK

COHRE's base will be a group of sponsoring corporations, each of which will make an annual donation to the Center. An Advisory Board made up of senior executives from our sponsors will provide overall guidance to the Center. Dissemination activities will be directed primarily at the sponsoring corporations, although many forms of outreach will be accessible to a broader audience.



Retired PG&E Chairman of the Board and Chief Executive Officer
Richard Clark, Chair of COHRE Advisory Board.

Raymond Miles, Director

David Levine, Research Director

Cristina Banks, Program and Communications Director

The Center for Organization and Human Resources Effectiveness (CORHE) is a mechanism for: (1) stimulating research on organizational and human resources effectiveness; and (2) blending academic perspectives with those of top level executives in the pursuit of superior organization and human resource policy.

The Center is jointly sponsored by the Institute of Industrial Relations and the Haas School of Business at the University of California, Berkeley. Both the Haas School and IIR have dedicated funding and staff to the start-up of the Center.

WHY WE EXIST

There is growing recognition that success in the next century's global economy involves creating an agile, fast-paced organization with highly skilled and flexible people. Indeed, a well-trained, well-rewarded, and well-managed workforce is among the few hard assets in a world where constant changes in markets and technology often rapidly depreciate all other investments.

At the same time, at most organizations, human resource practices and organizational structures have not kept up with the reality behind such buzzwords as reengineering, diversity, globalization, and the information superhighway. As one of the world's premier universities, Berkeley has long played a key role in the growth of management know-how and the design of high-performance organizations. The creation of COHRE is a timely response to the need to build collaboration between the University and the world of private and public executives.

WHAT WE DO

The focus of the Center is promoting research on critical management problems. The Center will also disseminate research results to its sponsors and other public and private organizations.

Research: The Center will sponsor and facilitate applied research on key issues of interest to faculty. One of its main purposes will be to channel funds from the sponsoring corporations to support faculty and graduate student research. While most research topics should be of interest to many sponsors, sponsors will not directly influence which research topics are funded. Topics will span from traditional human resource concerns such as training and pay systems to strategic issues concerned with globalization, organizational structure, and corporate networks.

We expect many sponsors will be directly involved in research by helping identify critical problem areas, teaming with academics in collaborative research partnerships, and providing access to data. For example, leading-edge firms will be surveyed to ascertain best current practices and their effectiveness in various organizational settings.

Dissemination: The Center will disseminate knowledge to its sponsors through conferences featuring world-class management and academic leaders.

These conferences will expose executives to clear presentations of academic research on current management issues. Through extensive face-to-face exchanges and debates structured around timely themes, these conferences should also stimulate the flow of new ideas and solutions.

The first conference is tentatively scheduled on the topic of 2020 Vision: The Workplace a Generation from Now. This conference will start by discussing management challenges of today, and provide scenarios for how workplaces and organizations will evolve over the next few decades.

In addition to its flagship conferences, COHRE will develop user-friendly information channels including a series of discussion and policy papers, as well as electronic media such as a digital library on management best practices.

ADDITIONAL BENEFITS

Sponsors: The primary advantage of COHRE for companies will be conferences and access to research results, with the goal that their contributions lead to information that can improve their management practices. Board members will also have the opportunity for many discussions with world-class researchers to pursue their interests together. The Haas School will ensure all sponsors have opportunities to interact with undergraduate, MBA and Ph.D. students to facilitate recruitment.

Faculty: The most direct benefits of COHRE for faculty will be the opportunity to interact with leading-edge practitioners, as well as increased levels of research support. In addition, sponsoring organizations will often contribute guest speakers that can enrich classroom teaching. They are also expected to provide research sites for multi-employer survey research, class projects, and doctoral student research.



(Left to right) Profs. Clair Brown, Ray Miles, Jim Lincoln, and David Levine discuss long-range plans for the Center for Organizational and Human Resource Effectiveness (COHRE).

THE COMPETITIVE SEMICONDUCTOR MANUFACTURING RESOURCES PROJECT



The CSM-HR project began July, 1993 as an adjunct to the CSM multi-year research program which was designed to study competitive semiconductor manufacturing worldwide. The CSM main study is a joint program of the College of Engineering and the Institute of Industrial Relations under the sponsorship of the Alfred P. Sloan Foundation. The researchers and IIR wish to thank the Sloan Foundation for its support of this project.

Competitive Semiconductor Manufacturing Human Resources (CSM-HR) Project Puts Out New Report

A second interim CSM-HR report will be released in July, a synopsis of which is presented here. The report is divided into two parts:

- Development, collection, and analysis of a HR questionnaire to sixteen fabs on three continents about their employment (i.e., HR) and training systems. How the component parts of an HR system work and the relationship of the HR system (rather than individual parts) to firm performance are analyzed.
- Analysis of key questions, or focus studies, on how the HR systems function. These case studies include analysis of skills and careers at one major U.S. company, inter-firm knowledge sharing, and managing creativity and control in innovation. Completed focus studies on a statistical analysis of the initial interview data, team organization and process, and human capital investment in learning-by-doing are also included.

The CSM-HR group is led by IIR Director Clair Brown, and includes Prof. Michael Reich as well as graduate students Melissa Appleyard, Jumbi Edulbehran, Dan Rascher, and Vince Valvano. Past members have included the late Adjunct Professor Vinay Sohoni, postdoctoral fellow David Bowen, and graduate students Diane Bailey, Nile Hatch, Baruch Saeed, and Linda Sattler.¹

PRELIMINARY CONCLUSIONS

The survey's preliminary results confirm the main conclusion reported in the first CSM-HR report: *high performing fabs will have a human resource system with integrated, consistent parts and the system will be tailored to function in a specific environment.*

The researchers found that successful systems not only include a seamless interplay of internal resources, but also encourage the identification and incorporation of appropriate external knowledge and know-how. The effectiveness of any particular system will depend on its environment—the product market, economic conditions, and the institutional and cultural system in which the company operates.

The CSM-HR study starts with the premise that “best practice” can take more than one path. One set of “best practices” does not necessarily exist for all environments. In fact, more than one HR system may perform well in any particular set of circumstances, since trade-offs may exist between the component parts of a system. However, not all HR systems are internally consistent, and not all HR systems function equally well. In the former case, firms may inadvertently create “hybrids” that use incompatible components and result in unintended consequences. In the latter case, some HR systems may not adapt adequately or rapidly enough to changes in the environment or management may attempt to import one innovation in HR practices without ensuring that other changes are made to keep the system integrated and consistent.

SUMMARY OF FINDINGS AND JOB PROSPECTS

The semiconductor industry provides a lot of training across all occupations, from operators to engineers. This training is necessary because workers are involved in continuous problem-solving in an industry that is regularly introducing new processes or new products and automating. After an average of a month of initial training, workers are receiving training about half the work time during the first year; the majority of this training is on the job. In subsequent years, about one-quarter of the time is spent in training.

Training of technicians is more likely to be correlated with fab performance than training of operators and engineers. The research team believes this reflects the importance of machine up-time in determining machine productivity and the large variation in actual machine up-time observed across fabs.

Operators are involved in fairly high skilled procedures, including various types of statistical process control and equipment maintenance activities. Compared to operators in traditional manufacturing jobs, the operators in semiconductors oversee a highly technical process and undertake relatively complex technical tasks. Most operators are involved in data collection and monitoring, but the level of operator involvement declines as the difficulty of the task increases. The level of operator involvement in problem solving is usually limited to identifying the nature of the problem and notifying technicians or engineers. In a few fabs, operators are involved in performing some routine maintenance. Overall, operators perform tasks that require training and skill development. However, operators are still limited in their skill development and career growth, as well as wage growth, unless they become techs.

All production workers in the large Japanese semiconductor companies are on a career ladder that combines operator and technician tasks, training, and skills. After ten to fifteen years of experience, Japanese electronics production workers have technical skills and job tasks comparable to a technician, although the occupational category does not exist. In the U.S., the operator jobs are usually separated from the technician jobs, and an operator does not necessarily (or usually) become a technician. After obtaining an AA degree, an operator can typically move up to a technician's job in the U.S. Technicians must also undertake specific company-provided training (including on the job training in certain processes.) The requirements are rigorous and require a lot of non-paid time and commitment. Korean fabs provide an interesting contrast to both the Japanese and U.S. cases, since operator jobs are strictly segmented from technician jobs.

***For a copy of this report
and/or a list of reports
related to this study,
please contact Engineering
Systems Research Center at
510/643-1825, telephone;
510/643-8982, fax.***



Task Force Projects include the following:

- *identification of conditions that alleviate family-related stress;*
- *examination of the special needs of shift workers;*
- *investigation of worker impacts associated with changes in hospital staffing patterns*
- *development of models for predicting spillover between work and family roles;*
- *examination of the efficacy of worksite policies and programs for reducing work-family conflict.*

The Work and Family Task Force brings together faculty from various campus departments and disciplines to examine innovative approaches to the study of work and family issues. With the cooperation of the Central Labor Councils and human resource experts, the Task Force and its members have initiated a number of important projects, described in the right margin.

The Task Force has provided a much-needed opportunity for faculty to work together around common areas of interest. For example, Task Force members have worked together on a comprehensive evaluation of the federal Family and Medical Leave Act, which became law in August 1993, including studies of the impact of family leave on employers and the leave experiences of workers in two labor unions. In 1995, Task Force member Netsy Firestein presented findings at the National Center for the Workplace's regional conference during the panel on, "Family-Related Workplace Policies in California."

The Task Force's members are: Joan R. Bloom, School of Public Health; Netsy Firestein, Labor Project for Working Families, IIR; Arlie Hochschild, Sociology; Nada Eissa, Economics; Owen Marron, Alameda County Central Labor Council; Christina Maslach, Psychology; Mary Ann Mason, Social Welfare; Art Pulaski, San Mateo County Central Labor Council; Andy Scharlach, Social Welfare; Margaret Shelleda, California Federation of Teachers; Arlene Skolnick, Institute of Human Development; Janice Stanger, William M. Mercer, Inc.; Barry Staw, Business Administration; and Sheldon Zedeck, Psychology. IIR's graduate students working on working families and children include Sally Woodhouse, Laura Hill, and Suzanne Olson.



CENTER FOR ORGANIZATIONAL THEORY

Glenn R. Carroll, Director

There is widespread recognition that in modern industrial economies, differences in productivity, efficiency and innovation are largely attributable to organizational factors. The Center for Organizational Theory (COT), founded in 1995 at the Institute of Industrial Relations, addresses these important issues by seeking to advance basic and applied knowledge about organizations and organizational processes. Research conducted within COT ranges from the study of worker attitudes and behaviors, to the investigation of teams and group processes, to examination of organization-wide phenomena such as culture, to the investigation of organizational populations and industry evolution. COT seeks to provide research support and infrastructure for social scientists from all disciplines, including especially sociology, psychology and economics. COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate.

***Promoting Cooperative Behavior in Organizations:
Interactions Between Personal Characteristics,
Organizational Incentives, and National Culture***
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 will also evaluate how effectively cross-evaluation and organizational culture promote productive cooperative behaviors in organizations.

DEMOGRAPHY OF THE CORPORATION

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 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)?

A decade of research by organizational sociologists provides some methodological and empirical foundations for answering these questions. We propose to build on these foundations and move in the direction of answering the orienting questions in a deeper and broader way. Our proposed 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.

NATIONAL CENTER FOR THE WORKPLACE



National Center for the Workplace Research Reports July 1996

Thomas Bailey
Institute on Education and
the Economy
Columbia University
*High Performance Work
Organization in the Apparel
Industry: The Extent and
Determinants of Reform*

Thomas Bailey
Institute on Education and
the Economy, Columbia
University
*The Longevity of Human
Resource Innovation*

**Thomas Bailey and
Annette Bernhardt**
Institute on Education and
the Economy,
Columbia University
*The Reorganization of the
Workplace in Service
Industries: Effects on Job
Quality and Organizational
Performance*

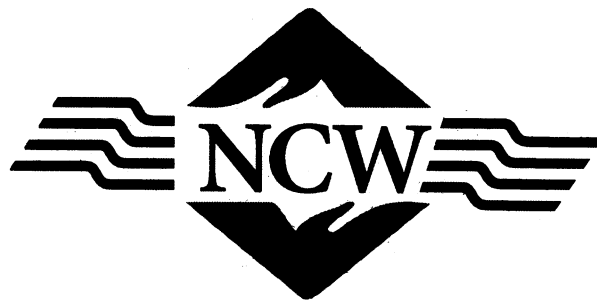
**Francine D. Blau and
Lawrence M. Kahn**
Cornell University
*Training Programs,
Administered Wages, and
Labor Market Outcomes: An
International Comparison*

Clair Brown, Executive Director
Michael Reich, Research Director
Mary Kay Stuvland, Program Assistant

In 1996, the National Center for the Workplace concluded a three-year contract with the U.S. Department of Labor to undertake research in order to facilitate and enhance the way American businesses operate. Created by the U.S. Congress in 1992, NCW addressed the problems created by the convergence of broad economic, social, and technological changes in the workplace.

The goal of the NCW has been to expand knowledge through research of the problems facing the American workplace in order to help business, labor, and elected officials find solutions to meet today's challenges. The NCW research program, funded through the Office of the American Workplace in the Department of Labor, has been oriented toward identifying what we need to know in order to support research to answer crucial questions, and then to link knowledge to the development of policy and business practice. The NCW-affiliated faculty includes leading researchers at major U.S. universities. Their research addresses critical issues facing key American industries: auto; steel; textiles; apparel; semiconductors.

The NCW accomplished its goals with the submission in the summer 1996 of 24 research reports undertaken by NCW researchers, and with an ambitious plan for the dissemination of its findings. The titles of the reports are listed below. An NCW Working Paper Series drawn from the best of the reports will shortly be available through IIR, and a selected number of the reports published in the Working Paper Series will be accessible through the IIR web site. Selected papers from the Working Paper Series have been submitted for publication, and the NCW expects a monograph comprised of a set of path-breaking papers prepared by a distinguished group of NCW scholars to appear late in 1996.



NCW Research Reports (continued)

Clair Brown and Michael Reich
Institute of Industrial Relations
University of California at Berkeley
*Developing Skills and Pay through
Career Ladders: Lessons from
Japanese and U.S. Companies*

Robert W. Glover
Center for the Study of Human
Resources, Lyndon B. Johnson
School of Public Affairs, University
of Texas at Austin
*Seeking Lessons from the German
Apprenticeship System for Austin, Texas*

Robert W. Glover
Center for the Study of Human
Resources, Lyndon B. Johnson
School of Public Affairs, University
of Texas at Austin
*Engaging Industry in Building School-
to-Career Opportunities:
Lessons to Date from the Experience
in Austin, Texas*

David Jacobson
Institute on Education and the
Economy, Columbia University
*Employee Ownership and the High-
Performance Workplace*

Harry Katz
New York State School of Industrial
and Labor Relations,
Cornell University
*The Decentralization of Industrial
Relations*

Kenneth Mericle and Dong-One Kim
School for Workers,
University of Wisconsin
*Skill-Based Pay and Work Reorganization
in High Performance Firms*

Kenneth Mericle and Dong-One Kim
School for Workers,
University of Wisconsin
*Determinants of Skill Acquisition and
Pay Satisfaction Under Pay-for-
Knowledge Systems*

Craig A. Olson
School of Business and Industrial
Relations Research Institute,
University of Wisconsin-Madison
*Who Receives Formal Firm Sponsored
Training in the U.S.*

Craig A. Olson and Susan Moeser
University of Wisconsin-Madison
An Overview of Innovative Pay Practices

Craig A. Olson and Tae Heon Lee
Industrial Relations Research Institute,
University of Wisconsin-Madison
*Another Look at Employer Sponsored
Training in the NLSY*

Eric Parker
Project on Regional and Industrial
Economics, Rutgers University and
Joel Rogers Center for Wisconsin
Strategy, University of Wisconsin-
Madison
*The Wisconsin Regional Training
Partnership: Lessons for National Policy*

Eric Parker
Project on Regional and Industrial
Economics, Rutgers University and
Joel Rogers Center for Wisconsin
Strategy, University of Wisconsin-
Madison
*Supplier Networks and Manufacturing
Modernization: New Lessons from
Wisconsin*

Michael Reich and Steven Raphael
Department of Economics, Univer-
sity of California, Berkeley
*The Job-Creating Power of Small
Business: Another Look*

James C. Robinson
School of Public Health, University
of California, Berkeley
*Prices, Profits, and Performance in
Competitive Nursing Home Market*

James C. Robinson
School of Public Health, University
of California, Berkeley
*The Rise of the Corporate Chain and
Eclipse of the Nonprofit Organization
in the Nursing Home Industry*

Donna S. Rothstein
Cornell University
*Early Career Supervisor Gender and
the Labor Market Outcomes of Young
Workers*

Andrew E. Scharlach
School of Social Welfare, University
of California, Berkeley
*The Family and Medical Leave Act of
1993: Analysis and Appraisal*

Andrew E. Scharlach, Sheldon
Zedeck, Joan Bloom
School of Social Welfare, University
of California, Berkeley
*Family Related Workplace
Policies: Do They Contribute to
High Performance Workplaces?*

Harley Shaiken
Graduate School of Education,
University of California, Berkeley,
Steven Lopez
Department of Sociology, University
of California, Berkeley, and
Isaac Mankita, Department of
Communication, University of
California, San Diego
*Experienced Workers and New Ways
of Organizing Work: A Case Study of
Saturn and Chrysler*

Jefferson North, Paula B. Voos,
Francine Horton, and
Susan J. Moeser
Industrial Relations Research
Institute, University of Wisconsin
*The Contribution of Employee
Participation and Voice to the
Successful Implementation of New
Technology, Work Organization and
Training: Insights from Four Paper
Mills*



This year graduate students Steve Raphael and Judy Ruha provided outstanding research assistance. This research has been funded by the U.S. Department of Labor, The UC Pacific Rim Project, the Japan Foundation, and the Sloan Foundation, as well as IIR.

Clair Brown, Yoshifumi Nakata, Michael Reich, and Lloyd Ulman

Recent experience invites a fresh look at the past. This book (Oxford University Press, Spring 1997) analyzes how large Japanese and U.S. companies manage their employment systems, and further, how these employment systems are interrelated with labor market institutions and national economic performance. First, we analyze how the Japanese and U.S. employment systems work within their distinct institutional environments. We draw conclusions concerning the different strengths and weaknesses of the two systems, and develop instructive lessons that each country's experience implies for policy changes in the other. Many scholars have identified the Japanese practice of employment security for workers and the associated emphasis on the company's human resource system as primary contributors to the high level of Japanese economic performance. At the same time, American practices permitting employer flexibility in hiring and firing labor and employee flexibility in changing jobs have been identified as primary contributors to the high level of U.S. job growth. We emphasize here how the component parts of the employment systems in both countries are integrated and consistent.

Second, since company practices must be consistent with national economic conditions, we analyze the interactions between Japanese and U.S. employment systems and their respective national economic and industrial relations structures. We show how the relative costs and benefits of alternate employment security and compensation systems vary with the stability and strength of the national economy. Moreover, we detail how Japan's national wage setting system of *Shunto* plays an important role in achieving full employment with low inflation.

**CENTER FOR RESEARCH IN
INTERNATIONAL LABOR AND INDUSTRIAL RELATIONS**

Ruth Collier and Lloyd Ulman, Co-Chairs

The Center for Research in International Labor and Industrial Relations was launched this year to provide a natural gathering place for IIR faculty who share a more specific interest in international/comparative areas. The new Center will do this by inviting attention to relevant Institute seminars and helping to organize workshop sessions devoted to work in progress. The International Center may also facilitate access to expert IIR staff resources for help in securing extramural research support.

In assisting faculty in these ways and generally by promoting a community of research interest in this area, the Center will also help the Institute in its priority task of involving graduate students from different departments in relevant IIR activities, furnishing them with informal opportunities to broaden their intellectual horizons.

The International Center will also cooperate with the Center for Labor Research and Education to conduct programs and seminars of educational value to the labor community and improve access to faculty with scholarly interests in international issues.

FACULTY RESEARCH PROJECTS

IIR
INSTITUTE OF
INDUSTRIAL
RELATIONS

NEW AND CONTINUING PROJECTS



Continuing a three-year trend, IIR yet again brought in more extramural funding this year than ever before...

Reduction of Tanker Oil and Chemical Spills: Engineering to Minimize Human and Organization Errors

Robert Bea, Karlene Roberts

The project's main objective is to develop engineering procedures assisting in the definition and evaluation of alternatives to minimize human and organization errors (HOE) in tanker loading and discharge operations. Results from this project will be useful to engineers, managers, and regulators associated with operations of marine systems with particular early benefits anticipated for tanker and barge loading and discharge operators. The project results will further the development of the technology to address the primary contributor to the lack of reliability in engineered systems: HOE. This project is based on results from a joint industry/government sponsored project (12 organizations) that addressed improved management of human and organization errors in operations of marine systems. Twelve publications and six presentations have resulted from that project including presentations to the California State Lands Commission and the Washington Marine Safety Oversight Board.

California Sea Grant College

\$206,271

10/1/92-9/30/96

Oil Spill Prevention through Improved Management of Human and Organization Errors in the Operations of Tankers and Barges

Karlene Roberts, Robert Bea

This research project will extend research to develop and test qualitative and quantitative evaluation and assessment procedures to improve reliability of oil tanker and barge operations. Current research has developed and is expanding a safety data base scheme for the marine industry. It has also developed a description of marine regulation in California as it influences oil loading and discharge operations in California. The researchers plan to do thorough analyses of risk mitigation schemes in the following industries: Chemical, Federal Aviation Agency, Air Lines, Law Enforcement, Marine Shipping, Nuclear power, and U.S. Aviation Safety.

Dept. of Transportation, Volpe

\$100,000

8/15/94-11/15/95

Demography of the Corporation

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 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)?

Alfred P. Sloan Foundation

\$204,070

7/1/95 - 6/30/98

The Transition from State Socialism to Merchant Capitalism: Industry Case Studies from Russia

Michael Burawoy

Analyses of the transition from state socialism to capitalism typically focus on political impediments and underestimate the economic obstacles to economic transformation. Case studies of the wood, coal, gas, and military industries in the Komi region of Russia will be undertaken to examine the hypothesis that the present transition exaggerates pathologies of the old economic order, leading towards a form of merchant capitalism. Specifically, it is hypothesized that with the collapse of the party state there is an intensification of monopoly, an increase in barter, a rising importance of profit through trade and increased worker control over production. The research proposes to examine a second set of hypotheses concerning the dynamics of this merchant capitalism, namely that it contains within it no inherent tendency toward modern bourgeois capitalism but engenders further economic underdevelopment. Current policies of shock therapy, involving stabilizing currency, price liberalization, bringing down tariffs, and privatization fail to tackle the principle source of underdevelopment, namely the transformation of production. Such policies are quite compatible with the reproduction of merchant capitalism, and thus may even create obstacles to economic development.

NSF

\$91,019

6/30/92-6/29/96

Industrial Involution: Russia's Road to Capitalism

Michael Burawoy

In collaboration with Pavel Krotov, I propose a theory of involution which attempts to understand how it is that the Komi Republic's economy eats away at its own foundations by transferring resources from production to exchange. The dynamics of this involution result from unintended consequences of central government policies in regional economies. We hypothesize that there have been three phases of this combined involution: disintegration, leading to the hypertrophy of Soviet economic forms, liberalization leading to the monetization of soft budget constraints, and stabilization leading to the revival of barter and expansion of the mafia. Each phase sets up conditions that undermine the intentions of the next phase. This combined involution leads to unevenness as different industries strategize according to their internal structure and their relation to the state. We will continue our research into the strategies of coal and timber industries which represent extreme cases of "exit" and "voice." The strategy of exit (privatization and autonomy from state and parastatal organizations) precipitated rapid decline of the timber industry whereas voice (remaining state property and laying claims to state subsidies through strikes) contained the rate of the coal industry's decline. The research examines the validity of the involution thesis and how it may cast light not only on the present and future trajectory of coal and timber but of the Russian economy in general.

National Council for Soviet and Eastern European Research \$51,994

5/15/96-6/30/97

Discretionary Gift in the Area of Public Relations

Clair Brown, Carol Vendrillo

State Bar Association

\$30,000

indefinite

Employee Involvement in the 1990's

David Levine

This proposal involves testing theories of work organization using a pair of unique surveys on employee involvement (EI) and Total Quality Management (TQM). The surveys were carried out in 1987 and 1990, and cover companies with over ten million employees. We propose extending past analyses of these surveys in three additional papers.

The first paper will examine a broader array of outcome measures. Most importantly, we will link survey data on EI and TQM programs with financial data from Compustat. This will be the first large-scale study of the effects of these policies on objective measures of success such as profits and productivity.

The second paper focuses on the correlates of total quality programs, and the conditions under which they succeed. Although total quality programs have spread throughout US industry, this will be the first research on the conditions required for their success, and the magnitude of their effects.

The third paper examines the dynamics of EI programs. We will measure how cash flow problems and layoffs affect both the introduction and death rates of EI programs. This research will permit a better understanding of how macroeconomic factors and financial market institutions affect the implementation and success of EI.

Alfred P. Sloan Foundation

\$45,000

10/6/92-4/30/96

The Competitive Semiconductor Manufacturing Human Resources Project

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 twenty-four 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 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.

Alfred P. Sloan Foundation

\$ 645,872

1/1/94-12/31/96

National Center for the Workplace

Clair Brown

The National Center for the Workplace (NCW) addresses the problems created by the convergence of broad economic, social, cultural, political, and technological changes in the workplace. A variety of approaches, including interdisciplinary research, information sharing, and policy analysis and development are used. The goal of the NCW is to expand knowledge through research of the problems facing the American workplace in order to help business, labor, and elected officials find solutions to meet today's challenges. The core of the NCW's mission is its research program.

The theme of "Creating Better Jobs in a Competitive Economy" guides the NCW's policy goals:

- Identify how firms can create high performance workplaces, especially through restructuring the workplace to enhance skill development and employee involvement.
- Identify different ways to give workers voice and facilitate labor-management cooperation.
- Identify how to create long-run performance measures to evaluate human resource and organizational systems from the viewpoint of the firm, industry, and society.
- Analyze employment policy issues in order to improve government labor market policies.

Department of Labor

\$1,865,940

9/30/93-9/30/96

Promoting Cooperative Behavior in Organizations: Interactions Between Personal Characteristics, Organizational Incentives, and National Culture

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 will also evaluate how effectively cross-evaluation and organizational culture promote productive cooperative behaviors in organizations.

Citicorp Behavioral Sciences Research Council

\$120,342

1/1/95 - 12/31/96

The Network Organization of Japan

James Lincoln

With previous funding from NSF 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 which 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 data set on the largest 250 Japanese corporations; 2. Create a new panel data set 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; 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.

Japan-U.S. Friendship Commission	\$115,000	6/1/95-8/31/97
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Faculty Discretionary Gift

Trond Petersen

Norway Institute for Social Research	\$23,798	indefinite
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Faculty Discretionary Gift

Karlene Roberts

U.S. Naval Postgraduate School	\$10,000	indefinite
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The Competitive Semiconductor Manufacturing Human Resources Project, Phase II

Clair Brown

We propose a new 3-year program of field studies and research on key issues affecting quality, productivity, and competitiveness in the semiconductor industry. The new focus will be on matters of equipment efficiency, automation, yield improvement, and new process and product introduction. Studies to date have clearly shown the high significance of training incentives, and organization in achieving excellent manufacturing performance. We believe it is best to fully integrate the studies of human resources with the examination of engineering and business practices. The fab benchmarking studies that have been a focus of the program since 1991 will be continued at a level of perhaps three site visits per year, with funding provided by the industry.

Alfred P. Sloan Foundation	\$366,256	1/1/97-12/31/99
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DEVELOPING PROJECTS

Status Minorities and Quality of Thought

Charlan Nemeth

Much of the work on how minorities exercise influence has underscored the relative 'indirectness' of that influence. In contrast to the majorities who can gain public adoption of their position on a single trial, minorities appear to need time and to exhibit consistency over time in order to gain public adoption of their position. Perhaps more importantly, they have been found to influence more at the private than at the public level, and there is considerable evidence that they often exercise their influence on 'related' issues rather than on the focal issue under dispute. Some of the more recent work on minority influence has focused on the intervening thought processes stimulated by minority dissent in an attempt to understand the relationship between direct and indirect influence. A contrasting approach is Nemeth's contention that majorities induce convergent thinking. By contrast, minorities are hypothesized to induce divergent thinking, a consideration of the issue from multiple perspectives, one of which is that posed by the minority. These two theories differ both in their emphasis and in their predictions. This research will test and study the latter theory.

NIMH

\$225,000

6/1/96-5/30/98

Analyzing Independent Event Histories

Trond Peterson

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 best 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 which 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.

National Science Foundation

\$141,211

4/1/97-3/31/99

High Performance Pensions: Multi-employer Plans and the Challenges of Falling Pension Coverage and Retirement Insecurity

Clair Brown, Kirsten Spalding

This is a unique research and conference project designed to integrate academic research on multi-employer pension plans with changing pension trustee practices. Unlike most research projects motivated and carried out by academic researchers, this project will be driven by questions generated by pension practitioners. The questions developed by practitioners will guide academic researchers. The researchers will produce a preliminary report and/or case studies which will be further developed with pension practitioners in a conference format. A final report for publication and submission to the DOL will be issued after the conference. Research will consider the following topics: 1) Targeted investments to stabilize employment opportunities, 2) the effect of the multi-employer plans on the supply of skills to particular industries, 3) administrative inefficiencies with small pension funds, and 4) the pressure on multi-employer defined benefit plans to offer 401K plans.

Department of Labor

\$ 9,000

11/1/96-10/31/97

International Foundation of Employee Benefit Plans

\$10,000

11/1/96-10/31/97

**IIR Faculty
submitted a record
number of
proposals for
extramural funding
in 1996-97,
reflecting IIR's
commitment to
identifying and
pursuing outside
sources of support.**

Research on the Impact of Immigration on the U.S. Economy

Jeffrey Perloff

This study deals with quantitative studies of the impact of U.S. immigration policies on the employment, wages, and working conditions of U.S. workers. It will examine: the probability that undocumented immigrants displace U.S. citizens and documented immigrants in agricultural employment, and the impact of undocumented workers and legal status on the earnings and fringe benefits of agricultural workers.

Department of Labor

\$25,000

1/1/96-12/31/96

Developing and Promoting Alternative Dispute Resolution in the Public Sector

Clair Brown, Carol Vendrillo

This project of the California Public Employee Relations Program (CPER) proposes to use established CPER channels of communication to educate public sector employee relations practitioners about conflict resolution techniques, especially alternative dispute resolution methods, and to increase their application in the public sector labor relations community. CPER's bimonthly periodical will feature a regular section devoted to interest-based bargaining and its impact on labor-management relations in California's public sector. CPER will also publish a concise guide explaining the innovative conflict resolution techniques that are being used with increasing frequency as alternatives to traditional collective bargaining and grievance arbitration.

The William & Flora Hewlett Foundation

\$45,000

11/1/96-7/31/97

OSHA, Ergonomics, and the Toyota Production System A Case Study of Two NUMMI Model Changes

David Levine

A proposed monograph will analyze the genesis of NUMMI's ergonomic problems. In 1993 California's Occupational Safety and Health Administration issued citations against NUMMI, focusing on jobs on the passenger car line in which workers had sustained a significant number of injuries. Our analysis of the behavior of the company, union, and regulator can inform our understanding of new work practices generally, and of safety and health outcomes more specifically. Because these citations were issued in connection with the introduction of the 1993 model Corolla and Prizm, our analysis of this incident takes the form of a case study of this model launch and of the more ergonomically successful launch of a new truck model two years later. To provide more context for this case study, we propose to contrast safety and health programs at NUMMI with those at Toyota's nonunion Kentucky plant.

Max and Anna Levinson Foundation

\$36,308

1/1/97-6/30/97

Focus on Labor Teleconference

David Levine, Bob Redlo

As a project of the Center for Labor Research and Education, David Levine and Bob Redlo will conduct a series of teleconferences titled "Focus on Labor" that would be broadcast at the rate of one every four months. The goal of this program is to allow academic research to reach community members and academicians simultaneously across the state, and to encourage a dialogue and an exchange of ideas on the issues. Topics will include "How Does America Receive a Raise?", "NAFTA: Two Years Later, the Impact of Stagnant Wages on the Economy," "Global Cooperation," "The Use of Technology in the Workplace," and "Economic Security of the Workforce." The participants will provide the latest data and theories for the public to discuss the issues and make informed decisions affecting public policy.

Metropolitan Life Foundation	\$150,000	8/1/96-7/31/98
The UPS Foundation	\$ 25,000	7/1/96-11/30/96

Immigration, Welfare, Health and Labor in Agriculture

Jeffrey M. Perloff

Using economic models, we will examine how economic well being, health, and the use of public and private assistance programs vary across citizens, permanent residents, immigration with amnesty, and undocumented immigrants who work in agriculture. Study one examines how the use of public and private assistance, family size, and immigration/legal status jointly affect each other. The second study estimates a game theoretic model using generalized maximum entropy to explain how immigration/legal status and gender affect the decisions of husbands and wives whether to participate in the labor market. The third model examines how health of individuals and families and their use of medical resources vary with economic well being, the availability of public and private assistance programs, or immigrant/legal status.

NICHD	\$215,382	4/1/97-3/31/99
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Labor and Economic Integration in the Americas

Harley Shaiken, Bob Redlo

As a project of the Center for Labor Research & Education, Harley Shaiken and Bob Redlo are planning a conference titled "Labor and Economic Integration in the Americas" to be held in November 1996. The conference will address the pivotal question: how do workers and their unions survive in a rapidly changing global economy? In this period of increasing economic integration, we are looking forward to exploring new forms of cooperation between countries which integrate the latest academic research with labor activities. Conference speakers and participants will be invited from universities, non-governmental agencies, and trade unions in Mexico, Brazil, Chile, El Salvador, as well as the United States and Canada.

Canadian Embassy	\$14,683	8/96-12/96
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Changing Workplace Culture: A Work & Family Guide

Andrew Scharlach, Carol Vendrillo, Netsy Firestein

The California Public Employee Relations Program (CPER) and the Labor Project for Working Families (LPWF) plan to identify how public sector agencies in California successfully facilitate and encourage employees to use work and family benefits conveyed by federal and state laws and collective bargaining agreements. CPER and LPWF will survey public entities in order to isolate the cities, counties, and special districts within the state where employers provide, and employees make full use of, work and family benefits programs, and to identify the key features of the various approaches. Once the successful strategies have been identified, CPER and LPWF will produce and disseminate a publication to labor relations practitioners in the public sector nationwide that provides templates for implementing legal and contractual benefits in order to change the nature of the workplace.

Alfred P. Sloan Foundation

\$30,000

10/96-3/97

Defeat Frames and Social Movements

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.

National Science Foundation

\$101,772

3/1/97-8/31/98

Internal Labor Markets from 1955 to 1995: Changing Careers and Compensation in America's Largest Employers

David Levine

The defining characteristic of an internal labor market 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, or for a subset of occupations at an employer. This paper examines the changing magnitude and persistence of both types of divergence over the last 40 years. We analyze a unique salary survey with detailed microdata on the pay practices of approximately 100 large Midwestern employers. This is the longest dataset on a large number of employers' wage policies. The long time period covered by the dataset will permit an evaluation of the supposed "golden age" of internal labor markets, as well as any recent decline. The results shed light on several theories that attempt to explain increased pay inequality over the same time period.

Russell Sage Foundation

\$100,000

7/1/97 - 6/30/98

Organizational Change, Consumption Patterns, and Substance Abuse in the Beer and Wine Industries

Glenn R. Carroll

We propose to investigate the consequences of documented organizational changes in the contemporary beer and wine industries on patterns of consumption and alcohol abuse. The organizational changes emanate from market dynamics prompted by state and federal changes in regulations governing the production and sale of alcohol. Pressure exists to enact further legal changes. We believe that the policy debate surrounding these possible future legal changes should be informed by facts about the effects of changes enacted to date. Although there is good reason to suspect that these changes have altered consumption and abuse patterns, little is actually known. The proposed project would identify and add to our existing databases state-level data on consumption broken down by demographic and socioeconomic subgroups. These would include census-type sources as well as market survey research data conducted by private firms (we currently possess two such studies for beer). The analysis would relate the level of organizational diversity to consumption patterns. We would also investigate the relationships of these two variables with abuse levels. Methods would include estimation of panel models of change in consumption and abuse, using pooled cross-sectional state-level data. Special attention would be paid to construction of independent variable measuring organizational diversity and change.

Robert Wood Johnson Foundation

\$320,000

1/1/97-12/31/99

KNOWLEDGE SHARING AND EDUCATIONAL PROGRAMS

IIR
INSTITUTE OF
INDUSTRIAL
RELATIONS



CENTER FOR LABOR RESEARCH AND EDUCATION

Robert Redlo, Chair

Kirsten Snow Spalding, Deputy Chair

Ezinda Franklin, Program Assistant

STUDENT INTERNS

In the fall of 1995, the Center sponsored an undergraduate economics seminar which linked students to unions and labor associations for a semester to do short term research and analysis projects. Some of the successful projects included Restructuring of the Health Care Industry, A Study of Central Labor Councils, and the Integration of Work and Family in the New Workplace. The Center has also placed graduate student researchers in union research positions for short and long term projects.

The Center for Labor Research and Education (CLRE) is a policy and education center where labor leaders and University of California faculty come together to address labor issues. The CLRE brings together faculty and graduate students from the Economics Department, the Geography Department, Political Science Department, the Sociology Department, Psychology Department, School of Social Welfare, School of Public Health, Haas School of Business, the School of Education, and Boalt Law School with union leaders from over one hundred local unions in the public and private sectors. CLRE research is disseminated as publicly released discussion papers, policy papers for the use of labor leaders, pamphlets and books, union newspaper articles, and general press releases. CLRE activities include research and training projects for individual unions, multi-union seminars and conferences, academic research and teaching UC Berkeley students.

TRAINING

Over the past year, the CLRE has provided trainers for the Summer Institute for Union Women, the AFL-CIO Western Semester and has conducted local union leadership training, computer training courses and training for joint labor-management committees. The CLRE is currently involved in curriculum development for worker training in a new modular garment manufacturing plant and is also developing training for union member organizing and internal union committee and caucus structures.

RESEARCH

Over the past year, CLRE professors and graduate students have worked on an extensive project on privatization and outsourcing. The CLRE is currently collaborating with the AFL-CIO on research into the effect of raising the minimum wage. Other research projects include a survey of non-profit health care agencies in San Francisco and research on wage disparities in Santa Clara county. Over the next year, the CLRE will research issues of political campaign spending, construction industry wage and benefit changes and the effect of labor law and benefit law changes on unions. The CLRE is collaborating with the IIR library on a multi-faceted international and local labor data project which will involve gathering and cataloging labor survey statistics for use by faculty, students and labor leaders.

SEMINARS AND DISCUSSION GROUPS

In the Spring of 1996, the CLRE hosted a Bay Area Labor Studies Seminar with a panel of South African Industrial Relations academics who reported on changes in South Africa's labor movement and labor economy. Fall Seminars include speakers from the UAW and NUMMI, the UFW and immigrant worker experts. Planned for the summer of 1996 is the establishment of a Labor Management Partnership Task Force where union leaders will come together to discuss problems and success in labor management partnerships. The Task Force

will begin in-depth research into the current state of labor management partnerships in the Bay Area and will publish its findings at the Center's Second Annual Conference on Labor Management Partnerships in May 1997.

CONFERENCES

In April 1996, the CLRE produced a teleconference on the minimum wage debate for Cal Day on the UC Berkeley Campus. The teleconference electronically linked two sites together so that the audience and speakers in each site could interact. The faculty speakers explored the issues in the debate concerning increasing the minimum wage and engaged with the audience in a spirited discussion.

In the spring, the CLRE in conjunction with the Federal Mediation and Conciliation Service and the California Public Employee Relations Project produced a conference "Unions Participating in Labor Management Partnerships." Over 150 union leaders attended workshops to discuss different models of union participation, collective bargaining around workplace changes and participation programs, union participation and internal organizing, interest based bargaining and public sector participation programs. This conference will be expanded to include management representative participants in May 1997.

PUBLICATIONS

The CLRE continues to offer, *California Workers Rights* a comprehensive guide to state employment laws. The CLRE also publishes a shop steward training video "The Grieving Waitress," research pamphlets and practical union guides to *Weingarten* Rights, Union Accounting Systems, Plant Closings, Unemployment and Disability Insurance, Worker's Compensation Insurance and Labor and the Economy. The CLRE produces policy papers on issues such as labor and the new business environment, and the impact of out of area workers in non-residential construction. The CLRE's quarterly newsletter, the *Labor Center Reporter* has carried articles on contingent Employment in Silicon Valley, the Team Act and reform of Section 8(a)2 of the National Labor Relations Act. Future issues will include articles on innovative organizing drives, problems and successes in labor management participation schemes, new law with respect to information disclosure by health plan administrators and issues facing labor in the global economy.

LABOR IN THE GLOBAL ECONOMY CONFERENCE

In fall 1996, the CLRE held a conference on Labor in the Global Economy, Working in the Americas. This conference will be the first in a three-part series including labor in the Pacific Rim and labor in Europe. At each conference, the CLRE will bring together union leaders and academic specialists from each region to discuss changes in economic policies, industrial relations policies and union organizing.



LABOR PROJECT FOR WORKING FAMILIES

Netsy Firestein, Director

The Labor Project for Working Families, a project of the Bay Area Labor Councils, works with local unions to develop work and family policies. These are policies related to child care, elder care, family leave and flexible work schedules.

The Labor Project produces 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 about 3000 national organizations, unions and individuals. The Labor Project also houses a 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 utilized by labor unions, researchers, labor lawyers and labor educators across the country.

The Labor Project for Working Families provides technical assistance and workshops to unions in order to develop workplace policies that support family life. Over the past year, the Labor Project has been a consultant to the labor/management Child and Elder Care Committee at H.E.R.E. Local 2 which will develop programs for the newly negotiated Child and Elder Care Fund. The Labor Project has also been working with a labor/management committee of AC Transit and Amalgamated Transit Union Local 192 to survey their members on work and family issues.

The Labor Project received a grant in Fall 1994 to work with Homecare Workers Union, SEIU Local 616 to develop neighborhood based workers' center to provide a meeting place in the community for training, organizing and services for homecare workers. The Workers Center Project now has 2 centers in Oakland.

This past year 2 interns were involved with the Labor Project from Social Work and Economics. Volunteers also worked on various research projects.

**To find out more
about the Labor
Project for Working
Families
call 510/643-6814,
send e-mail to
netsy@violet.berkeley.edu,
or visit the website
at [http://
violet.berkeley.edu/
~iir/workfam/
home.html](http://violet.berkeley.edu/~iir/workfam/home.html)**

SEMINAR SERIES



To foster academic dialogue, IIR sponsors the following seminar series:

Bay Area Labor Studies Seminar

The seminar meets at irregular intervals, generally Tuesdays from 4:00-6:00 p.m. in the IIR's Directors' Lounge; it is a forum for speakers from both inside and outside the University who speak on topics of broad interest. If you would like to present work at this seminar or if you have suggestions for speakers, contact Professor Lloyd Ulman (510/643-7084), or Kirsten Snow Spalding (510/643-6815). If you would like to receive announcements of upcoming seminars, please contact the Center for Labor Research and Education at 510/642-0323.

Organizational Behavior and Industrial Relations Seminar (OBIR)

This seminar is under the auspices of the Business School. It meets once a week during the academic year (unless otherwise noted, on Wednesdays at 4:00 p.m., 60 Barrows Hall). Graduate students and Berkeley visiting faculty present original research on organizational behavior and Industrial Relations topics. People interested in attending or presenting papers should contact Professor Jim Lincoln at IIR, (510) 643-7063.

Political Economy Seminar Series

This faculty seminar meets in the IIR Directors' Lounge periodically throughout the year. Participants present research work in progress or lead discussions on recent work in the area broadly construed as political economy. If you are interested in participating, contact Professor Harley Shaiken, (510) 643-5363.

INDUSTRIAL RELATIONS: A JOURNAL OF ECONOMY AND SOCIETY

David Levine and Jeffrey Perloff, Co-Editors
Frozan Wahaj, Editorial Assistant

Industrial Relations, the Institute's academic journal, is in its 35th year of publication. With four issues a year, *Industrial Relations* offers a valuable international perspective on current topics in industrial relations. Each issue includes research articles and a recent publications listing. Issues in 1995-96 featured symposia on "Labor Law Reform" and "What Works at Work," papers presented at a January 1995 meeting sponsored by the National Center for the Workplace and the Sloan Foundation.

The editors are supported by an outstanding Board of Reviewers, as well as over 800 referees from academic institutions in the United States and abroad. *Industrial Relations* continues to expand its outside referees, whose expertise and diligence are very much appreciated.

For information on subscribing or to view the table of contents from 1995-96, please see page 63. To contact *Industrial Relations* directly, call (510) 643-7081 or e-mail irjrn1@violet.berkeley.edu.



INFORMATION AND TECHNOLOGY SERVICES

Terence Huwe, Director
Janice Kimball, Library Assistant

During 1995-96 Director Terence Huwe studied the interplay of information resources in organizations, particularly the dichotomy between corporate libraries and corporate information systems departments. This area of study was the focus of a keynote lecture Huwe delivered in November 1995 at the Centennial Congress of the International Federation for Information and Document (FID), in The Hague, Netherlands. In May of 1995, Huwe commenced research on a new project at the invitation of the Academic Press. The new project is titled "Information and Community: Libraries and the Concept of the Organization."

The findings will be published in Volume 20 of *Advances in Librarianship*, by the Academic Press.

Publications

"Knowledge Transfer in Cyberspace: Organizational Challenges." 46 *FID News Bulletin* (no. 1/2), January/February (1996).

"Yet Another Futurecast." 66 *SLA Bulletin* (no. 6), May/June (1996).

The Institute's Library houses the largest labor relations research collection west of the Rocky Mountains. It is an important resource for faculty and student in numerous disciplines. Its print collection exceeds 67,000 volumes, including an extensive collection of labor and management related periodicals, government documents, and books. In addition to the print collection the Library is a point of access to electronic resources, ranging from the zero-cost resources of the Internet to valuable pay-for-use services, such as Knight-Ridder Information Services and LEXIS/NEXIS. In January 1996, the Library successfully negotiated to provide access to the University Library's networked CD-ROM towers, which now makes over 50 important databases (including the U.S. 1990 Census) available to the Institute.

RESEARCH AND PUBLIC SERVICES

Reference and research support are top priorities; research consultations are available to all library patrons. Community outreach is also a high priority. The Librarian has lectured and published widely on information resources, and has conducted training sessions for campus and community groups. In November of 1995, the Librarian was one of six keynote speakers at the Centennial Congress of the International Federation for Information and Documentation (FID) in The Hague, Netherlands. The Library also produces a popular "Recent Publications" feature for *Industrial Relations: A Journal of Economy and Society*.

MEDIA RELATIONS

The Library collaborates with the campus Public Information Office in disseminating news about faculty research and expertise. Library staff also work closely with the Director and faculty in the development of grant proposals, particularly at the research and information-gathering points of the process.

WORLD WIDE WEB PUBLISHING PROGRAM

During 1995-96, the Library assumed responsibility for all World Wide Web information services at the IIR. Since then, the IIR's Web site has been selected by all of the major commercial Internet search engines, primarily because of its extensive directory of online labor resources, and its description of faculty research activity.

The Library has made numerous faculty working papers available via the World Wide Web; Professor Ruth Collier's in-depth study of Latin American politics, Labor and Democratization: Comparing the First and Third Waves in Europe and Latin America, and Professor Levine's labor study (to be published in the *Monthly Labor Review* in Summer, 1996) are especially noteworthy. Web-based document generation is an important and popular new service that is helping IIR faculty make the move into electronic publishing. Graduate students may also

maintain a web page at IIR. Library staff are available to all IIR members for training and assistance; increasingly, all publications are also being made available on the World Wide Web as a result of this new program.

The "URL" for the IIR web is <http://violet.berkeley.edu/~iir>.

UNIVERSITY - STATE PARTNERSHIP FOR LABOR INFORMATION

In June 1996, IIR Librarian Terence K. Huwe represented IIR at a meeting between UC units and the Labor Market Division of the California State Employment Education Department (EDD). Hosted by UCLA, this working group was formed to help EDD keep pace with faculty research needs for California labor information, and to discuss long-range plans for data preservation and access. Clair Brown, Terry Huwe and David Levine are members of the Executive Committee overseeing this program.

INTERNATIONAL LABOR DATA PROJECT

Another exciting project under development is the formation of a "digital library" for international labor data, starting with countries located on the Pacific Rim. Professor Michael Watts (Chair, Geography), Professor Ruth Berins Collier (Political Science), and Director Emeritus Lloyd Ulman have been discussing the dearth of reliable and uniform data on global work forces, and the Library has entered into plenary discussions that will lead to a long-term strategy for the collection and preservation of electronic data archives.

ELECTRONIC SOCIAL SCIENCES AND GOVERNMENT DATA LIBRARY CONSORTIAL PROPOSAL

The University Library has formed a consortium made up various units at Berkeley, Harvard, Stanford, UC San Diego, and Oregon State University to pursue large-scale projects for electronic access and preservation, increasingly referred to as "Digital Libraries." The Institute of Industrial Relations Library has been invited to participate on the strength of the UC - EDD Project and the International Labor Data project. It is anticipated that research and development of digital library projects will receive considerable attention from funding sources, and the Library is now positioned to take advantage of this multi-campus consortium's many initiatives.



CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM

Carol Vendrillo, Director and Editor
Eric Borgerson, Associate Editor
Stefanie Kalmin, Managing Editor
Sharon Melnyk, Production/Circulation Manager
Bruce Kieler, Research Assistant
Marta Weiss, Legal Intern

Last year, CPER increased the size and scope of its magazine, and added a new feature that highlights prominent members of the public sector labor relations community. CPER also added a seventh title to its Easy Reference Pocket Guide Series: Pocket Guide to the Ralph C. Dills Act, which concerns the collective bargaining rights of state employees. In the coming year, CPER will publish the Pocket Guide to the Fair Labor Standards Act and Pocket Guide to the Family and Medical Leave Act, as well as a 10th edition of the Pocket Guide to the Meyers-Milias-Brown Act.

The California Public Employee Relations (CPER) research and publication 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. Concern in the field initially was prompted by passage of the Meyers-Milias-Brown Act, which conveyed collective bargaining rights to local government employees. In following years, three other statutes were enacted, extending collective bargaining rights to public school, state, and higher education employees. 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 "Easy Reference" Pocket Guide Series 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. Owing to its nonadversarial, analytical approach, CPER has achieved high visibility among practitioners concerned with developments in the field.

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, and the Federal Mediation and Conciliation Service.

In conjunction with the Labor and Employment Law Section of the State Bar, CPER once again sponsored an April conference that focused on developments in the public sector labor and employment law field. CPER enjoys a close cooperative relationship with the section and, for the second 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 applied for two major grants. The first, from the William and Flora Hewlett Foundation's Conflict Resolution Program, would support an endeavor to use established CPER channels of communication to educate public sector employee relations practitioners about interest-based bargaining techniques and alternative dispute resolution methods, and to increase their application. The second proposal, to the Alfred P. Sloan Foundation, is in collaboration with IIR's Labor Project for Working Families. Both programs' resources would be used to identify how public sector agencies in California successfully facilitate and encourage employees to use work and family benefits conveyed by federal and state laws and collective bargaining agreements.

For more information about CPER publications, please see page 61. To contact CPER directly, please call (510) 643-7092.

FACULTY

IR
INSTITUTE OF
INDUSTRIAL
RELATIONS



AFFILIATED FACULTY

Cristina Banks, *Haas School of Business*
Robert G. Bea, *Civil Engineering*
Sara Beckman, *Haas School of Business*
Joan R. Bloom, *School of Public Health*
Clair Brown, *Economics*
Michael Burawoy, *Sociology*
Glenn R. Carroll, *Haas School of Business*
Jennifer A. Chatman, *Haas School of Business*
Ruth Berins Collier, *Political Science*
Nada Eissa, *Economics*
Evelyn Glenn, *Women's Studies and Asian-American Studies*
Hilary W. Hoynes, *Economics*
Jerome Karabel, *Sociology*
Larry S. Karp, *Agricultural and Resource Economics*
Jonathan S. Leonard, *Haas School of Business*
David I. Levine, *Haas School of Business*
Ethan Ligon, *Agricultural and Resource Economics*
James R. Lincoln, *Haas School of Business*
Charlan Jeanne Nemeth, *Psychology*
Jeffrey M. Perloff, *Agricultural and Resource Economics*
Trond K. Petersen, *Haas School of Business*
Michael Reich, *Economics*
Karlene H. Roberts, *Haas School of Business*
James Robinson, *School of Public Health*
Andrew E. Scharlach, *School of Social Welfare*
Harley Shaiken, *School of Education*
Carol B. Stack, *Women's Studies and Education*
Barry M. Staw, *Haas School of Business*
David S. Stern, *School of Education*
Tom Tyler, *Psychology*
Kim Voss, *Sociology*
Richard Walker, *Geography*
Paul Wright, *College of Engineering*
Sheldon Zedeck, *Psychology*
John Zysman, *Political Science*

Emeritus

David Brody, *History, UC Davis*
Clark Kerr, *Economics and Haas School of Business, UC President Emeritus*
Raymond Miles, *Haas School of Business*
George Strauss, *Haas School of Business*
Lloyd Ulman, *Economics*
Harold I. Wilensky, *Political Science*

FACULTY RESEARCH INTERESTS



Cristina Banks

Senior Lecturer, Haas School of Business

Dr. Banks is heavily involved in applied research and human resource practice issues focusing 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 currently teaches Human Resource Management in the undergraduate business and MBA programs. She is a Director of Whole Foods Market, Inc., and is a Board Member of several non-profit organizations. She also serves as faculty sponsor of the student human resource club, the Berkeley Campus Human Resources Council.

Robert Bea

Professor, Civil and Environmental Engineering

Assessment and management of human and organization factors in design, construction, and operation of marine systems has been the primary theme of Professor Bea's research during the last six years. In this research, he has collaborated with Professor Karlene Roberts of the Haas School of Business, Professor Brady Williamson of the Department of Civil Engineering, and a team of graduate student researchers from both engineering and business. This research has involved field studies of tanker loading and discharge operations, studies of how organizations defend against and manage rapidly developing crises, development of accident databases, and development of auditing procedures for evaluating the potentials for fires and explosions onboard off-shore platforms. During the past six years, some 30 reports have been published summarizing results from this work.

Sara Beckman

Lecturer, Haas School of Business

Co-Director, Management of Technology Program

Sara Beckman is Co-Director of the Management of Technology Program at the University of California, Berkeley's Haas School of Business where she also teaches manufacturing and operations management, manufacturing strategy and product design classes. Her primary research interests are in green design and manufacturing, product definition processes for software products, and the effects of vertical "disintegration." Prior work experience at Hewlett-Packard has led to ongoing research on the company as a major player in the electronics industry, in Silicon Valley as well as worldwide.

Joan R. Bloom

Professor, School of Public Health

Professor Bloom has been involved in the study of "Work Reorganization Satisfaction: The Case of Nursing." She and her colleagues have developed an analysis tape of ten years of AHA data to study trends in hospital staffing. Analysis is underway on this aspect of the project. To assess current trends, they also designed a telephone survey instrument and a random sample of 200 of the 400 acute care, community hospitals in California have been drawn. Stephanie Sansom, doctoral student, was hired to conduct the telephone interviews. Each Director of Nursing Service was sent a letter of introduction prior to the phone call.

David Brody

Professor Emeritus, History, University of California, Davis

Research areas of particular interest to David Brody are the study of labor and twentieth-century American history. Much of his time this past year has been devoted to revising his text, *America's History*, for a third edition. His current research project, a study of shop floor relations in the New Deal Era, has enabled him to participate in the debate over Section 8a2 of the National Labor Relations Act, including Congressional testimony on the TEAM Act. He is currently writing two papers on the historical context for labor law reform, one involving the notion of "free labor" and its impact on American labor law, and the other on the conflict between the law's administrative/regulative features and the traditions of American labor voluntarism.

Clair Brown

Professor, Economics and

Director, Institute of Industrial Relations

Professor 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. As Director of the National Center for the Workplace (1993-1996), she headed a consortium of national universities in conducting research and producing policy recommendations to develop high performance work systems in American companies. She also directed a group of faculty members doing research on comparative employment and wage systems in the U.S. and Japan. Their manuscript, *Work and Earnings: Employment and Wage Systems in the U.S. and Japan*, will be published by Oxford University Press in 1997. Her 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 currently heads the Competitive Semiconductor Manufacturing Human Resources Program, funded by the Sloan Foundation began funding. Currently, Prof. Brown is writing a book on innovation and the management of technology and a book on family and labor market structures and the impact on children. She is also updating her earlier research on living standards.

Michael Burawoy

Professor, Sociology

Michael Burawoy has been continuing his study of industrial involution in the Russian timber and coal industries, trying to understand why the former has disintegrated much more rapidly than the latter. Returning to the Komi Republic every year, he has been able to explore the successive stages of the transition and the ways in which central policies have had unintended consequences in the periphery. Most recently, he has begun contrasting the Russian experience of involution with the Chinese experience of accumulation. He will be returning to Komi this summer.

Glenn R. Carroll

Professor, Haas School of Business

Actively involved in research in both sociology and business administration, Professor Carroll's main areas of interest are strategy and organizational ecology, and the development and life histories of organizational and industrial populations over time. Professor Carroll has conducted research on three general topics: (1) jobs and careers, (2) organization and environments, and (3) cultural transmissions in work settings. His largest current project involves study of the world automobile industry.

Professor Carroll's research investigates basic theoretical questions of how formal organizations affect work. In recent years, the study of organizations has become increasingly important for the study of labor, employment and industrial relations. Most observers expect this trend to continue.

Jennifer Chatman

Professor, Haas School of Business

Jennifer Chatman is primarily interested in how personal and organizational characteristics interact to influence individual behavior. The personal characteristics she typically studies include: personality, values, affect, and demographic characteristics. The situational characteristic that she has devoted most of her attention to is organizational culture.

Ruth Berins Collier

Professor, Political Science

My general research interests have been focused on patterns of national political regime change and the political and coalitional position of labor movements. Recently I have been particularly interested in the interaction between economic policy change (in response to new patterns of globalization, technological change, and changes in labor process) and political structures (coalitional patterns, party systems, and state-labor-capital relations).

Nada Eissa

Assistant Professor, Economics

Nada Eissa's main research interests lie in the design of income maintenance programs. Much of her current research focuses on the Earned Income Tax Credit, with an emphasis on the labor supply effects. The ultimate goal of her research is to compare a program such as the EITC to other federal programs in effectiveness at alleviating poverty. This analysis must incorporate not only the labor supply effects but also the compliance effects since the IRS administers the EITC.

Evelyn Nakano Glenn

Chair, Women's Studies

Professor, Asian-American Studies

Professor Glenn continues to work on her historical study of the race and gender construction of labor, looking at the stratification of both paid and unpaid labor in the Southwest, Southeast and Hawaii in the pre-World War II period. She has also written a piece on her research on Black, Latina and Asian American women employed in high tech in Massachusetts.

Hilary Hoynes

Assistant Professor, Economics

Professor Hoynes' research interests center on the analysis of the effects of transfer programs on individual behavior, with an emphasis on the effect of welfare programs for female heads of household. In "Welfare Transfers in Two-Parent Families: Labor Supply and Welfare Participation Under the AFDC-UP Program" Hoynes examines how cash transfers and food stamp benefits affect welfare participation and the labor supply among husbands and wives in two-parent families. The estimates are used to determine the magnitude of the work disincentive effects of the AFDC Unemployed Parent (AFDC-UP) program, and to simulate the effects of changes in AFDC-UP benefit and eligibility rules on family labor supply and welfare participation. In "Local Labor Markets and Welfare Spells: Do Demand Conditions Matter?" Hoynes uses administrative data from California to examine the relationship between local economic conditions and intensity of use of AFDC benefits. She finds that AFDC participants who live in areas with higher unemployment rates, lower employment growth, lower employment to population ratios, and lower wage levels spend more time on public assistance. She finds that blacks and residents of urban areas are more sensitive to changes in economic conditions while teen parents and refugee groups are found to be much less sensitive to changes in local labor market conditions. In "Tax Rates and Work Incentives in the Social Security Disability Income Program: Current Law and Proposed Reforms," Hoynes examines the benefit and income opportunities for DI recipients using a simulation model which calculates benefits, earnings, income and implicit tax rates faced by DI recipients. She uses these estimates to examine the incentives to take-up benefits, and the incentives to work, under current law and alternative reforms.

Jerome Karabel

Professor, Sociology

Professor Karabel continues to pursue his research on intellectuals in Eastern Europe and their role in the breakdown of Communism. A special focus of this study is the presence or absence of political alliances between the intelligentsia and the working class. Research carried out on the Polish case and published in *Communist and Post-Communist Studies* has illuminated the factors that made possible the extraordinary worker-intellectual alliance that was one of the signal features of Solidarity. Conversely, the failure of such an alliance to emerge in Czechoslovakia gave the Prague Spring, which was politically democratic and economically anti-egalitarian, its distinctive character. The results of Professor Karabel's case study of the Prague Spring were published recently in *Research in*

Social Movements, Conflict and Change under the title, "The Revolt of the Intellectuals: The Prague Spring and the Politics of Reform Communism."

Larry Karp

Professor, Agricultural and Resource Economics

Professor Karp's research during the past year has principally been in the areas of strategic trade policy, industrial organization, and environmental policy. He has investigated the importance of government credibility in strategic trade settings. In some situations, depending on relative endowments, a country may want to delegate tariff-setting authority to a partner in a customs union. In imperfectly competitive industries where it is costly to adjust output, a policy which targets investment may be ineffective in capturing strategic rents. Elsewhere he has explained why a monopolist who produces a durable good which depreciates may retain substantial market power. Other research shows how new econometric methods can be used to estimate dynamic models. These methods can be useful for studying natural resource and environmental problems.

Clark Kerr

UC President Emeritus

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

Clark Kerr continues to write his memoirs covering his Berkeley chancellorship and UC presidency. It is tentatively entitled "The Gold and the Blue — A Personal Memoir of the University of California," and will be published by UC Press hopefully in 1998.

David Levine

Professor, Haas School of Business

One stream of David Levine's research 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. His research on workplaces is summarized in the new book *Reinventing the Workplace*. He has also edited a volume coming out later this year on "What Works at Work," which updates the research in the previous book.

A second stream of his research analyzes the roles of considerations of fairness, skills and bargaining power in determining wages, and in measuring the benefits that companies receive when they pay high wages.

Jonathan Leonard

Associate Professor, Haas School of Business

Professor Leonard's areas of research and interest include the sources of job growths and the 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. He joined IIR in 1982.

Professor Leonard's work with David Neumark, of the University of Pennsylvania, shows 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 slowed wage growth.

Ethan Ligon

Professor, Agricultural and Resource Economics

Professor Ligon is chiefly interested in understanding welfare and institutions in "Village Economies." Understanding these economies poses a wealth of challenges to economic theory. These challenges are all the more severe 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. For this reason, the inadequacy of existing theory to adequately explain financial and labor relationships in rural villages is a real embarrassment.

During the past year, Professor Ligon has been involved in modeling economies with a variety of different impediments to trade. These impediments include limited commitment, private information, and exogenously imposed liquidity constraints. Although any of these impediments imply market failure of one sort or another, 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 R. Lincoln

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

Professor Lincoln is Associate Director of IIR and Professor of Organizational Behavior and Industrial Relations in the Haas School of Business. He continues his research with Michael Gerlach of the Haas School of Business and Christina Ahmadjian of Columbia University on *keiretsu* networks in the Japanese economy under a grant from the U.S. - Japan Friendship Commission to expand that project. They are collaborating on a book from this research to be published by Cambridge University Press. He is also doing research with Professor Yoshifumi Nakata on a study of how interfirm relations shape collective bargaining and wage determination in Japanese firms. During the summer of 1996, he was Visiting Professor in the Department of Economics at Ritsumeikan University in Kyoto.

Raymond Miles

Dean and 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. He hopes to organize a continuing forum for academics and executives to discuss the implications of organizational evolution for a wide range of management and human resources issues.

Charlan Jeanne Nemeth

Professor, Psychology

Charlan Nemeth's research interests involve influence in group decision-making contexts. Her special interests have focused on the contributions of minority dissent, not that their opinion might be adopted or even true, but that exposure to such dissent stimulates cognitive processing that serves the quality of decision making and the detection of truths. She and her research group have numerous studies attesting to the fact that minority dissent improves recall, increases the desire for more information, results in a consideration of multiple perspectives, and improves productivity and even creativity. Majority disagreement, by contrast, tends to stimulate convergent thought, a consideration of the issue from the majority perspective. On balance, people recall less, search for additional information that supports the majority position, follow the strategies suggested by the majority, and show lessened creativity.

Some of her research has become more applied. She has written in the past two years on immigration, on group referral systems in educational settings, and on groups "at work," and she has completed a series of interviews with Nobel laureates in an effort to understand the creative process more generally.

Jeffrey M. Perloff

**Professor, Agricultural and Resource Economics
Co-Editor, Industrial Relations**

Professor Perloff has been working on models of the dynamic of agricultural labor markets. In particular, he has been examining how legal status, demographic characteristics, and other factors influence the duration of employment, type of employment, wages, hours, and earnings. The work is based on the National Agricultural Workers Survey, which provides two years of data for a cross-section of randomly chosen agricultural workers. We find that, by most criteria, undocumented workers fare less well than documented workers, but that citizens do not do better than workers with green cards or amnesty status.

Trond Petersen

Associate Professor, Haas School of Business

Trond Petersen is currently working on four projects. The first research project investigates reward and motivation structures in formal organizations. In this project, he contrasts 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.), and he investigates the determinants of the organizational choices between these two types of reward structures. He then studies the effects of direct incentive structures on the level and distribution of wages. In his second project, Petersen studies career patterns of white-collar employees in a large, bureaucratically-organized insurance company and in a large public utility company, using the personnel records of the companies. His third project concerns methods for quantitative research. The most important component of this study is research on methods for analysis of longitudinal data or event history data. Petersen's fourth project studies occupational sex segregation and the gender wage gap. This is a large-scale comparative project, analyzing data from the US, Norway, and Sweden.

Michael Reich

Professor, Economics

Research Director, National Center for the Workplace

Professor Reich continued his comparative research on U.S. and Japanese employment systems, with special attention to contrasting earnings structures, employee involvement programs and training structures in the two countries. He also continued his research on the incidence and consequences of high-performance work organizations, and serves as Director of Research for the National Center for the workplace.

Reich has also begun a new project on the economics of racial inequality in the U.S. His focus is on the interactions among housing, schooling and labor market structures that maintain racial and ethnic inequality. These interactions include spatial mismatches between job opportunities and the residential location of minority youth as well as the effects of living in a poor neighborhood upon young people's educational attainment. Neighborhood effects can work to further reinforce the disadvantages of individual families, but they do so differently for different demographic groups

Karlene H. Roberts

Professor, Haas School of Business

Professor 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 of which Professor Roberts is a part has functioned for the last several years. Recently, the group has focused more on system of interdependent organizations because it was found that errors in one organization often directly resulted from the activities in other organizations. Recent publications have centered around issues of organizational structure, decision making and culture.

James Robinson

Associate 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. Dr. Robinson's research is supported by the Robert Wood Johnson Foundation and the Milbank Memorial Fund.

Andrew Scharlach

Professor, Social Welfare

Andrew Scharlach is the Eugene and Rose Kleiner Professor of Aging Policies, Practices and Problems, in the School of Social Welfare, where he also directs the Center for the Advanced Study of Aging Services. Professor Scharlach also chairs the Institute of Industrial Relations' Work and Family Task Force. With the assistance of the Work and Family Task Force, Professor Scharlach conducted a survey of Amalgamated Transit Union workers regarding their knowledge of their rights under the federal Family and Medical Leave Act (FMLA) and their experiences in taking family leave. Findings will be of interest to public policy makers, regulating agencies, employers, and labor organizations.

Another ongoing area of research by Professor Scharlach concerns the economic implications of family care responsibilities. In projects with Kaiser Health Plan and the California Department of Health Services, Professor Scharlach is 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.

Harley Shaiken

Professor, School of Education

Harley Shaiken's research interests center on two related themes: first, the emergence of a new global division of labor and its consequences for economic competitiveness and labor; second, new ways of organizing work and their implications. The first research theme has focused on economic integration between the US and Mexico in a post-NAFTA era and explored the consequences of present models of integration and the alternatives that might be available. The second theme has explored the performance of new ways of organizing work in practice, examining the responses of managers, workers, and unions in manufacturing. Both themes address the redefinition of comparative advantage in the global economy.

Barry Staw

Professor, Haas School of Business

Barry Staw's general research interests lie in 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 has also done considerable research on job attitudes, especially the role that personality plays in determining one's reactions to an organizational role. Recently, he has also conducted research on cre-

ativity in organizational settings, the influence of dispositional affect on work performance, and how a leader's expression of emotion affects team performance.

David Stern

Professor, Education

Professor Stern's field is economics of education, particularly the relationship between education and work. He collaborates with Professors Brown, Reich, and Ulman on their joint Project on Employment and training in the United States and Japan: A Comparison of Two Evolving Labor-Management Systems.

Professor Stern continues to pursue his interest in the integration of learning and work especially in light of the growing proportion 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 danger that working can undermine students' school performance and detract from their eventual career achievement. It is reasonable to hypothesize that the quality of students' jobs affects whether working while in school will enhance or undermine their prospects for occupational success. Identifying job characteristics that contribute to students' success may also have implications for how to promote learning on the job by employees who are no longer in school.

A third project is the continuing evaluation of 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. Students are also placed in summer jobs related to what they are studying. Currently, Professor Stern is part of a team organized by the University Metropolitan Forum, to evaluate and assist a set of academies in the Oakland public schools.

George Strauss

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

George Strauss completed the last of his three chapters for *Participation: Myth or Reality?* to be published by Oxford University Press and coauthored by Frank Heller (UK), Eugen Pucik (Croatia), and Bernhard Wilpert (Germany). This chapter deals with tensions between collective bargaining and workers' participation, and specifically between unions and works councils, using data from Germany, Sweden, Norway, France, the Netherlands, and US (joint union-management committees taking the place of works councils). This long-term project should be ready for publication by October.

He has also worked with Keith Whitfield (Cardiff) to organize and edit a 24-author international collection, *Researching the World of Work: Strategies, Methods and Some Critical Issues*, to be published by Cornell University Press. His contributions to this volume include a chapter that deals with strategic issues in choosing topics for comparative international industrial relations research, as well as substantial writing and editing of the introductory chapter, "What Works at Work."

Tom Tyler

Professor, Psychology

Professor Tyler's primary area of expertise is the field of social justice. In particular, he is known for his research in procedural justice. Professor Tyler has developed his work in three basic ways. First, he has sought to articulate more clearly the psychological motives which underlie people's justice-based concerns. Second, he has extended the study of procedural justice to a more general study of the psychology of authority relations. Third, Professor Tyler has explored the dynamics of social justice in multicultural settings.

Professor Tyler's previous research has been concerned with establishing that people are influenced by the justice procedures that affect them. He has sought to develop this finding by further examining why people care about procedures and procedural justice. Professor Tyler has also recently extended the analysis of justice motives further in a paper entitled "Understanding Why the Justice of Group Procedures Matters" (with DeGoey and Smith). This paper directly tests the mediating mechanisms proposed by the group-value model.

In a chapter in the 1992 *Advances in Experimental Social Psychology*, Professor Tyler and Allan Lind developed a relational model of authority to explain deference to authorities within groups. Professor Tyler's more recent work has expanded that model in three ways. First, he has examined the role of identification in shaping people's reactions to authorities. Second, he has tried in several ways to develop the finding that being trusted is the most important characteristic of an authority leading people to judge the procedures they use to be fair. Third, Professor Tyler has expanded his earlier findings that legitimacy, which exists when people feel that they should voluntarily defer to an authority, is a key antecedent of willingness to defer to the decisions of legal authority.

Lloyd Ulman

Director Emeritus, Institute of Industrial Relations Professor Emeritus, Economics

Lloyd Ulman continued work on a book comparing Japanese and American approaches to workforce management and wage determination, with Professors Brown, Nakata (of Doshisha University, Kyoto), and Reich. His primary responsibility on this project has been concerned with income and systems of centralized wage determination over the postwar period. The manuscript has been accepted for publication. In addition, he has begun research into two additional projects. The first consists in a direct comparison between labor market institutions — policies, structures, and performance — in Japan and Germany. The second deals with the political origins of collective bargaining in leading industrial economies.

Kim Voss

Associate Professor, Sociology

Professor Voss continued work on a new project that compares the lessons workers drew from union defeats in late nineteenth century England and America. An article that presents some of this new work was published by Cambridge University Press in the volume *Opportunities, Mobilizing Structures, and Framing: Comparative Applications of Contemporary Movement Theory*. Professor Voss' project is intended to advance our understanding of how ordinary workers' collective actions alter the shape of political and economic development.

Richard Walker

Professor, Geography

Richard Walker is currently studying government subcontracting in the central Bay Area through a grant from SEIU No. 790. His research addresses immigration and labor demand in California over the long term, 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 a radical revision of existing theory on suburbanization, emphasizing the role of industrial decentralization over residential dispersal, the political dilemmas of California around growing race and class schisms, the history of the environmental movement in the Bay Area. He is also working on an ongoing book project on San Francisco and the Bay Area, which includes some of the pieces above.

Harold L. Wilensky

Professor Emeritus, Political Science

Professor Wilensky has spent much of his career studying (1) what is distinctly modern about modern societies (impact of industrialization on social structure, culture, and politics); and (2) 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.

Paul Wright

Professor, School of Engineering

Professor Wright 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, and the development of open architecture systems for manufacturing. He is a consultant on these topics for a number of industrial corporations, business planning organizations, and Sandia National Laboratories. He is also Co-Chair of the Management of Technology at Program at Berkeley.

Sheldon Zedeck

Professor, Psychology

Professor Zedeck is currently the Chair of the Department of Psychology. His research interests lie in the areas of employment selection and validation models, with particular emphasis on reducing adverse impact against minorities. In addition, Professor Zedeck studies the impact of work on family and vice versa.

During the 1995-96 year, Professor Zedeck extended his previous research on "sliding band" model which is used for interpreting test scores in a flexible manner. The model focuses on

seeking a compromise between economic advantages and societal policy. In particular, Professor Zedeck has proposed a way in which scores can be interpreted in light of the risk an organization is willing to take when selecting and rejecting candidates.

Professor Zedeck also continued to collect data from employees with respect to their attitudes and values pertaining to different work activities. He continues to refine his "work activity" questionnaire to be used in subsequent research on how satisfaction and fulfillment in one environment (e.g., the employing organization) influences the satisfaction, fulfillment, and performance in the second environment (e.g., the home).

John Zysman

Professor, Political Science

Professor Zysman co-directs the Berkeley Roundtable on the International Economy (BRIE). He has written extensively on politics and policy of European and Japanese business and economic development. Professor Zysman's research is one of a large number of efforts currently underway to bring together the diverse strands of research activities on the Berkeley campus on issues of competitiveness. His primary focus is on the automobile industry. It is Professor Zysman's conviction that the Institute's Project on Employment and Training Systems is indicative of the growing interest in competitiveness, and that strengthened ties with BRIE (an institute which has long been concerned with related issues) can be of benefit to both. Correspondingly, BRIE, whose long-standing interest in competitiveness and more of a technological focus than would be optimal from an industrial relations point of view, has for some time been taking a greater interest in the work organization factors involved in industrial competitiveness. The two institutes have come to converge on very similar issues in a way that greater interchange between the two will be increasingly fruitful. Indeed, so of the very same industries, automobiles and consumer electronics, are the object of study at both; exchanges, even at a very concrete level might well be of direct value.

FACULTY PUBLICATIONS



Sara Beckman

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"The Process of Managing Product Definitions in Software Product Development," *Handbook of Technology Management*, ed. Gerard H. Gaynor, McGraw-Hill, 1996.

Joan R. Bloom

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"Colorado's Capitation Plan: An Analysis of Capitation for Mental Health Services," in K. Wittemore (ed.), *Current States Policies for Mental Health Services*, Greenwood Press, (forthcoming). With G. Toeber, J. Hausman, B. Cuffel, and T. Barrett.

"The Effect of Family Support on the Recovery from Mastectomy," in C. Cooper, L. Baider, and A. Kaplan deNour (ed.), *Cancer and the Family*, John Wiley and Sons, 1996.

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Clair Brown

"Developing Skills and Pay through Career Ladders: Lessons from Japanese and U.S. Companies," *California Management Review*, Haas School of Business, University of California at Berkeley, in press. With Michael Reich. An earlier version of this paper was presented at the Industrial Relations Research Association annual meetings in Washington, D.C., January 7, 1995.

"How Can We Draw Meaningful Lessons From Case Study Data, and Where Do We Go From Here?," paper presented at Workshop on *Research on High Performance Work Systems*, sponsored by The American Society for Training and Development and The National Center for the Workplace, February 1996, Washington D.C.

"HR Practices, Career Paths and Earnings Inequality," presented at the NCW-Sloan Foundation Conference on *What Works at Work: Human Resources Policies and Organizational Performance*, January 5, 1995, Washington D.C. With Michael Reich.

Revised version, December 1996 under review by *Industrial Relations*; Revised version to be published in a referred research volume by Michael Reich.

"Micro-Macro Linkages in High-Performance Employment Systems," presented at the conference *Organizing Employment for High Performance*, Cardiff Business School, Wales September 4-5 1995. With Michael Reich. Revised version to be published in a referred research volume by Keith Whitfield.

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Glenn R. Carroll

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"On the Social Networks of Managers," *Academy of Management Journal*, (forthcoming). With A. Teo.

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Professor Altenbourg is interested in the moderating effect of national culture on organizational variables. The organizational variables she has chosen are the governance of internal transfers in divisionalized corporations; decentralization of the decision of price, quantity and quality, partly from structural contingency theory and partly from economic organization theory, in addition to, of course, theory on the effect of national culture.

Byung Cheon

**Research Fellow, Hyundai Research Institute, Korea
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Dr. Cheon is interested in work organization, skill formation, and wage system in auto industry. His research takes on the comparative study of Japan, US and Korea. He also makes a study of the role of labor in the Korean economic development from the perspective of institutionalism approach.

Francoise Chevalier

**Associate Professor, Groupe Hautes Etudes, Commerciales, Paris, France
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Ms. Chevalier has spent several years doing research & publishing in the field of management & organizational change and came here to 'get better acquainted with American research and literature in the subject of management strategies and their evolution.'

Knut Gerlach

**Professor of Economics, University of Hannover
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In the past years, he's been working on profit sharing and participation of employees. His current research is on the determinants and effects of profit-sharing. He is also working on an analysis of a panel of firms in Germany. The panel is sponsored by the VW-Foundation and is located at his Institute in Hannover.

Lorraine Kahn

**Research Fellow, University of California, Santa Cruz
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Ms. Kahn is doing research on completing a film script about unemployed Americans searching for work in the 1990's.

Kjetil Fladmark Larsen

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Professor Larsen is exploring empirical industrial organization, working on models of the relationship between capacity utilization and product differentiation using panel data. Other key areas of interest are: product variety, product quality, marketing costs, market structure, seasonality, market segmentation, spatial price discrimination, demand elasticities, policy implications, and fixed effects panel data models.

Torunn Lauvdal

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The field of labor relations and its relation to state system/governance, both in public sector in general and within the education sector are Professor Lauvdal's main interests. Professor Lauvdal headed up a research project called "Labor Relations, Corporatism and National State/Sub-National Governance in the Norwegian School System." She is also studying labor relations/bargaining in the education sector in California with the aim of outlining a larger comparative study of the labor relations in education in Norway, California and New Zealand.

Xiaoying Qian

**Research Fellow, Japan Institute of Labor, Japan
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Ms. Qian is interested in researching the labor market and employment systems in the U.S.

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Mr. Winter-Ebmer's research is on Intra-Firm wage dispersion and firm performance. He has completed research and writing for a paper entitled, "Sex discrimination and competition in product and labor markets," published in *Applied Economics* 27:849-857, 1995.

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