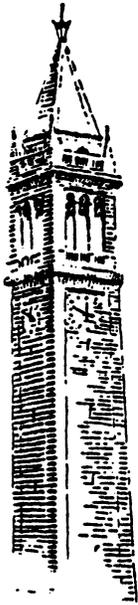


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**The Institute of  
Industrial Relations  
University of California  
at Berkeley**

**IIR**

# ***Annual Report***

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**1988-1989  
Research, Training  
and Community Activities**

**ANNUAL REPORT**

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**1988 - 1989**

**RESEARCH, TRAINING AND COMMUNITY ACTIVITIES**

*Sheldon Zedeck, Director*

*Clair Brown, Associate Director*

**INSTITUTE OF INDUSTRIAL RELATIONS  
UNIVERSITY OF CALIFORNIA AT BERKELEY**

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## FROM THE DIRECTOR

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In my report "From the Director," 1987-88, I discussed the changes that I and Associate Director Clair Brown intended to make over the next few years at IIR. In particular, we are interested in enhancing IIR's mission of research, graduate training, and community service by creating an environment in which there is greater involvement by faculty in IIR's mission as well as greater interaction between faculty and professional staff in both research and community service. Our goal is to bring professional staff members, and their research skills, into closer collaboration, as well as to involve faculty, and their skills, in community activities. Faculty integration, with each other, and with the professional staff, is vital since industrial relations is changing. IIR is an interdisciplinary institute, and the field of industrial relations requires multidisciplinary approaches.

Based on our accomplishments in 1988-89, I am pleased to report that we have made significant progress toward our goals. Early in 1988-89, we held a "retreat" with faculty and professional staff to review and discuss our mission and goals. One of the outcomes of this meeting was increased interest in generating extramural grant support for IIR. Faculty and staff from the Labor Center and California Public Employee Relations Program responded to this objective and submitted two grant proposals in 1988-89. One grant proposal is concerned with innovative labor-management practices in California workplaces, the effects of new forms of worker involvement and participation in decision-making. The second, related proposal, is concerned with attempting to further the use of innovative and cooperative labor relations techniques in California Public Schools. The grant examines communications and decision making in an attempt to deal with the documented "rising tide of mediocrity threatening to engulf our schools."

Also in 1988-89, faculty and professional staff initiated new projects of current global importance. A Comparative Labor Relations Unit has been established, in conjunction with the

Center for Western European Studies, to study labor responses to economic unification in Western Europe. A second project, being conducted jointly with scholars from Doshisha University in Kyoto, Japan, is concerned with industrial relations in subsidiaries of Japanese firms in the United States.

The Institute was also quite active in support of faculty grant and scholarship applications. In 1988-89, we processed nine, as opposed to one the year before. In addition, we funded 23 faculty in their research by providing support for 49 graduate research assistants.

Administratively, we have also involved more faculty. As pointed out elsewhere in this Report, faculty are involved on the advisory boards of the Institute's Centers. In addition, we held an Executive Committee meeting in June to report on our progress and receive input from faculty members. While all of the programmatic research activity was going on, the Institute was changing its budgeting system and centralizing many personnel functions. As a result of all of the activities in 1988-89, the Institute is in far better shape today to respond to requests for information, to process grants and scholarship proposals, and to support faculty and staff research. I am pleased to report that these advancements have occurred while we have continued to develop and present community service programs. The activities described by the Institute's Centers throughout this report attest to this claim.

It has been said that "more is better." We have had a very successful year in 1988-89, and there are a number of plans to do more in 1989-90. I want to thank all of those involved with the Institute for their support and encouragement, and look forward to working together as we move forward into the 1990s.

## HISTORY AND CURRENT MISSION OF THE INSTITUTE

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### SUMMARY

The Institute of Industrial Relations (also referred to as IIR), was established by legislative mandate in 1945. It consists of two autonomous sections, one at the University of California at Berkeley, and the other at Los Angeles. Operating under this legislative mandate, both sections engage in research, graduate training, and community service. The avowed purpose of then Governor Earl Warren in asking for the Institute to be formed was to help deal with the labor tension and strife that prevailed in the United States after World War II. The Institute is composed of several specialized units: the California Public Employee Relations Program (CPER), the Center for Labor Research and Education (the Labor Center, as it is widely known), the Labor Occupational Health Program (LOHP), the Journal, Library, and the Berkeley Campus Human Resources Council (BCHRC). Each of these units and their activities are described in detail later in this *Report*.

#### Faculty:

During the 1988-89 year, there were 54 faculty members associated with the Berkeley IIR, representing nine departments: Business Administration, Economics, Education, History, Law, Political Science, Psychology, Public Health, and Sociology. Individual faculty members engage in research of their own choosing; however, the close association of faculty from various disciplines facilitates cross-fertilization of ideas and the development of teams that pursue interdisciplinary research. Faculty, professional staff, student and visiting scholars' research and publications are summarized in the appropriate sections.

#### Visitors to the Institute:

Every year since its inception, the Institute has hosted many distinguished national and international academic visitors as well as practitioners from the field, coming from countries around the globe to visit the University, to meet with IIR faculty members and professional staff, and to make use of the Institute's facilities (in particular, its specialized libraries). Some stay for brief periods only, while others arrange to come as visiting scholars engaging in extended studies.

Such visits are mutually beneficial. Long-term visits are customarily initiated by the individual scholars themselves who would like to come spend an extended vacation, or sabbatical leave, at the University.

#### The Library:

IIR's Library is considered by many experts to be the finest of its kind in the West.

#### IIR Publications:

Through its comprehensive publications program, the Institute seeks to disseminate research by its faculty and staff members to the academic community and the public. In addition to many other publications generated by its Centers, IIR publishes a refereed academic journal, *Industrial Relations* and the *CPER Quarterly Magazine*, as well as a newsletter, working paper series, proceedings of Institute conferences and, less frequently, books and pamphlets, as described more fully under the discussion of each Center in a later section of this *Report*. Both *CPER* and the *Journal* enjoy wide circulation. Inquiries for these publications come from students, faculty, libraries, unions, business firms, government departments as well as from interested individuals throughout the world. The publications are used as required reading in a number of courses taught in colleges around the country, and in various courses and seminars sponsored by the Institute. Listings of all Institute publications are issued regularly. They may be obtained upon request.

#### Student Support:

In addition to these services, the Institute also funds between 20 to 40 students each year. As research assistants, they are assigned to individual faculty members affiliated with the Institute and are provided office space and computer access.

#### Berkeley Campus

##### Human Resources Council:

BCHRC, an undergraduate student organization sponsored by a faculty member, is designed to enrich the University of California's students' knowledge, experiences, and career opportunities in the field of Human Resources.

## CALIFORNIA PUBLIC EMPLOYEE RELATIONS

The California Public Employees Relations (CPER) Research and Publications Program was initiated in response to requests from management and labor representatives for Institute assistance in dealing with the special problems involved in public-sector employment relations. Concern in the field was initially prompted by passage of a local government employee relations statute. In following years, three more bargaining laws were adopted, covering public schools, state, and higher education employees; a state agency was established to administer the latter statutes. The Program has adapted, as public-sector bargaining has evolved, not only serving the changing needs of those party to the bargaining process and those engaged in public policymaking but also building a substantial specialized archive for research by students, faculty, and practitioners.

The CPER Program includes public sector employment relations research, both at the state-wide and national levels; publications; reference and consultation services; cooperation with labor relations, academic, research, and community organizations, visiting scholars, faculty, students, public policymakers, and the news media, cooperation in education programs and conferences presented by the Institute's Labor Center and by other institutions; acquisition, organization, and storage of information in CPER's library of public sector data and publications.

Owing to its nonadversarial, analytical approach, CPER has achieved high visibility among practitioners and legislators at all levels of government and among organizations concerned with developments in the field. For example, CPER is frequently consulted by the Public Employee Relations Board, legislators, legislative committees, state officials and agencies, practitioners, and academicians. CPER publications are repeatedly cited in briefs to the courts and in decisions of the State Court of Appeal and the State Supreme Court. Continuing information exchange relationships are maintained with statewide federations of public employers and public employee organizations, as well as with such agencies as the Department of Industrial Relations, Employment Development Department, Department of Finance, State Personnel Board, and the Department of Personnel Administration. The Program has developed an unparalleled collection of primary and secondary source data. Because it is

the only program/project of its kind in the United States and because of its unique resources, CPER has long been an important link in the national network of universities as well as government and private agencies concerned with public sector research.

Direct access to CPER staff is considered to be one of the Program's more important offerings. For example, more than 100 telephone reference questions were received and answered this year. The majority were from individual management and labor practitioners involved in bargaining, litigation, and legislative action; legislators and their assistants; professional neutrals; attorneys; university professors and students; research librarians; and visiting scholars. For example, the affiliations of some of the groups helped were:

*government agencies:* Department of Industrial Relations, Employment Development Department, Department of Education, Public Employment Relations Board, Department of Personnel Administration;

*academicians:* University of California at Berkeley and at Los Angeles, Rutgers, New York State School of Labor and Industrial Relations, California State University at Sacramento, Long Beach, and Hayward;

*employee organizations:* Service Employee International Union, San Diego County Employees Association, Pinole Police Association, California Federation of Teachers, Oceanside Firefighters, Huntington Beach Police Officers Association, Union of State Employees, American Federation of State, County, and Municipal Employees, International Brotherhood of Electrical Workers, California School Employees Association, Orinda Education Association, California State Employees Association, California Teachers Association;

*government employers:* University of California at Berkeley Personnel Department, School Services of California, Solano County, California School Boards Association, Los Angeles City Office of the City Administrator, Mountain View Hospital District, Belmont Fire Department, League of California Cities, Vallejo Personnel Department, California State University Long Beach Personnel Department, Berkeley, Santa Clara County Probation Departments, State Personnel Board, San Francisco, San Francisco City College, State of Washington Higher Education Personnel Board,

Oakland Housing Authority, Oak Grove Unified School District, Contra Costa County Personnel Director, Industrial Employers and Distributors Association;

*legislature:* Senate Education Committee, Senate Office of Research;

*media:* *Contra Costa Times, Oakland Tribune, San Francisco Chronicle, Los Angeles Times, San Diego Union.*

Under the direction of the Librarian, Clara Stern, CPER maintains a specialized reference library which backs up the activities and services described above. This collection includes court decisions and accompanying briefs involving public employment relations litigation in California since 1969; PERB decisions; state laws and legislative bills; employee relations policies of public employers; arbitration and fact-finding awards; tabulations of strikes; negotiated grievance arbitration procedures and union security provisions; negotiated agreements; and periodicals and bulletins of public agencies and employee organizations. Major state newspapers are clipped daily.

CPER was written into two Institute grants over the course of the year. The first, from the Department of Labor's Bureau of Labor-Management Relations and Cooperative Programs, is a research-training program on "Innovative Labor-Management Practices in California Organizations"; CPER will be involved in the planning and organization of conferences. The second, from the Federal Mediation and Conciliation Service, was still pending at the end of the fiscal year. It would create a state-wide labor-management committee of public schools organizations, training programs on cooperative labor-management practices, and publication of the results; CPER would participate in the latter phase. In the course of the year, short-term research assistance was provided to James Peoples of Rutgers University (tracing the history of strike law for federal employees); M. Vohryzak of CSU-Sacramento (California and national data sources on the criminal justice system); James Gallagher of the University of Oregon (survey of arbitration practices); Horace Alexander of San Francisco City College (state of the law on affirmative action); Phyllis Meyers of CSU-Long Beach (recent changes in local government bargaining law). Additionally, several graduate students were assisted in person or by phone. For example,

Alice Burton (Sociology) used CPER files to study activities of Alameda County social workers in 1968-69; Leah Carroll (Sociology) used CPER strike data to trace a relationship between parent-student solidarities with teacher strikes and degree of strike success; Ken Shaw (Business Administration) also used the program's strike data. Help was given to a group of students from CSU-San Francisco studying the historical role of central administering agencies in public-sector labor relations.

## CENTER FOR LABOR RESEARCH AND EDUCATION

Since its inception in 1964, the Center for Labor Research and Education (Labor Center) has provided education programs, research assistance, publications and materials on issues relevant to organized labor and the work force in California. The Labor Center offers training in basic skills for emerging union leaders and programs on current issues for more experienced labor representatives, union leaders, academics, and other interested parties. Labor Center coordinators not only cooperate with individual unions in the development and delivery of education programs to meet their special needs, but also to plan and deliver multi-union programs, which are customarily open to all workers and representatives concerned with the subject matter. Both the format and the content of labor education programs are typically quite varied, and the programs may be delivered in a one- or two-day conference, in a one-week intensive workshop, in a series of weekly meetings that may extend for a semester, or in any other time sequence to fit the needs of the working audience. Labor Center coordinators and staff also contribute to the gathering and use of many kinds of applied research materials. Subjects involved in this reporting year included pension plans, health care programs, employment and unemployment in the economy, labor education in public schools, labor-management cooperation, labor laws and regulations, labor standards (including minimum wages and maximum hours), disability in the workplace, plant closures, collective bargaining, affirmative action, and workfare programs. The Labor Center brings together both materials and resource people on these and other subjects for enhancement of the education programs in which the coordinators are involved.

### **New Directions:**

The Labor Center made a special effort this reporting year to focus more of its programming on issues which could result in academic research of relevance to the concerns of the labor community.

### **Research:**

Of first concern were emerging new patterns of labor-management cooperation. The union (UAW) and management teams at New United Motors Manufacturing, Inc. (or NUMMI, a joint venture of general Motors and Toyota, in Fremont, California) worked with the Labor Center to design a format for three evening seminars on the subject of "The Production Process and Labor Relations of UAW Workers and NUMMI Managers." It was agreed to focus on the workers' perspective in this series; accordingly, the first two sessions were organized around presentations on eight specific topics by 16 full-time plant workers and UAW members at NUMMI. The final seminar session developed five topics from the joint perspectives of the labor and management representatives directly responsible; these topics were (a) the joint employee assistance program, (b) the joint apprenticeship and skilled trade training program, (c) the joint team leader selection process, (d) the joint health and safety program, and (e) the UAW/NUMMI joint labor relations committee. With some assistance from a Labor Center coordinator, the local union, and NUMMI's training coordinator, the workers developed unique materials to assist in explaining their topics. These materials, as well as the workers' articulation of the key issues involved in both the production process and the cooperative labor-management relationship, afforded seminar participants extraordinary insights. Among the 75 seminar attendees were 17 faculty members -- mostly from the University of California at Berkeley, but also from UCLA, Stanford, and St. Mary's College. Six graduate students also attended (including one who was visiting from Yugoslavia). Berkeley faculty members developed several publications, utilizing information developed at the seminars (for example, Labor Center Reporter issues 254 and 267). The seminar also served as a basic source for an IIR research grant project on labor-management cooperation, funded by the U.S. Department of Labor. The Labor Center is preparing a summary report on the primary contribution of plant workers to this innovative education program.

A second major effort of the Labor Center to work with research faculty and the labor-management community has been in the crucial area of public education, where the Labor Center staff and Institute faculty have been jointly involved in three related projects:

The Labor Center managed and co-sponsored (with the California Public Employee Relations Board, the U.S. Department of Labor, PACE, and every major labor and management organization in the state) California Public Schools: Meeting the Challenge. This two-day conference was attended by well over 200 people, including research faculty and graduate students from universities throughout the state. Emphasizing efforts by labor and management to work jointly on issues of education reform and teacher involvement, the conference was organized in cooperation with faculty members working on a research project on labor-management cooperation. In connection with the same research project, both Institute faculty and the Labor Center chair, Marty Morgenstern, participated in an applied research program on cooperative trust agreements, sponsored by Policy Analysis in California Education. Finally, the Associate Director, Clair Brown and the Labor Center chair are working together in an effort to obtain support from the Federal Mediation and Conciliation Service (FMCS) for the formation of a committee on labor management cooperation in California public schools. Superintendent of Public Instruction, Bill Honig, has agreed to serve on this committee with Brown and Morgenstern, the chair of the Public Employee Relations Board, legislators, faculty, and the leaders of labor and management in the schools, if the FMCS funding is granted.

### **Employment and Unemployment:**

During this reporting period, Labor Center Reporter (LCR) Coordinator, Bruce Poyer, worked with Bert Gross (Continuing Education of the Bar, UC Berkeley) on eleven articles condensed from Prof. Gross' longer manuscript on "The Rise and Fall of Full Employment." The articles were published in LCR, and will now become the basis for an expanded book to be authored by Gross, Charles Henry (Ethnic Studies), and Poyer. Henry's additions will concern the underclass of the workforce and their prospects and opportunities for decent jobs at adequate compensation rates. Poyer's additions will concern the role of collective bargaining and its impact on the workforce, with respect primarily to health-welfare-

retirement protection. In connection with their work on this publication, the authors will announce a seminar series, beginning this Fall, for labor officials who are interested in these areas of policy analysis.

#### **Labor History:**

Working with the author before his untimely death last Fall, Coordinator Bruce Poyer revised, edited, and prepared the first draft of a proposed three-part series on "The History of the San Francisco Labor Council" by George Johns. Not publishable without further revisions, the draft has been made available to the San Francisco Labor Council, to the Labor Studies archives at San Francisco State University, and to the Bancroft Library at the University of California at Berkeley (to supplement the oral history documentation provided by George Johns in the Bancroft's Earl Warren series), as valuable source material for further research. The Labor Center is seeking funding to permit similar editing and use of two remaining volumes written by Johns on the history of the S.F. Labor Council.

#### **Workers Rights:**

The Labor Center is making arrangements for publication of a revision of *California Workers; Rights: A Manual of Job Rights, Protections and Remedies*, by Joan Braconi and Alan Kopke. This volume, in constant demand since it was originally published by the Labor Center in 1986, sold out two printings; the revised version should be available early in 1990.

#### **Retirement Benefits:**

Bruce Poyer is working on a *Labor Center Research Report* on the concept and the changing treatment in recent years of "surplus assets" in pension funds and in the Social Security System, to be published this Fall. The report will indicate that legislation is urgently needed to lessen the adverse impact on the funding of employee retirement benefits, which results from widespread employer and government appropriations of "surplus assets" from the deferred wages of workers.

#### **Education Programs:**

Labor Center coordinators and staff participated in 33 basic training programs arranged with single unions or labor organizations, five programs organized on a multi-union basis, and two special

projects. More than 2,600 union officials, activists, and rank-and file workers from a variety of work jurisdictions attended these classes, workshops, conferences, and special sessions. Single-union leadership training programs, focusing on collective bargaining, health and safety, grievance handling, and union administration, were generally held in field locations to reach more than 1,300 members of 17 different work/industry jurisdictions. Skill training programs focused on negotiating and arbitration procedures, organizing, contract costing, and parliamentary procedure. The multi-union programs in this reporting period included (1) continuing Labor Center participation in the one-week summer school sponsored by the California Labor Federation, open to representatives from all of its affiliated unions, (2) continuing Labor Center participation in the annual one-week summer schools co-sponsored by the University and College Labor Education Association and the Department of Education of the AFL-CIO (held in Oregon last July, and again scheduled for this summer in Los Angeles), (3) two one-day programs on Labor Department requirements for reporting and disclosure of local union (and other labor organization) finances and activities, (4) continuation of the one-day annual seminars sponsored by the Labor Center on labor-management bargaining for health care programs in California, and (5) two programs on labor-management relations in California public schools. These multi-union programs enrolled a total of 1,050 workers, union members, and union representatives.

#### **Special Projects:**

Two major publishing efforts are among the Labor Center's special projects. Now at the printer is *Labor and the Economy, a Guide for Trade Unionists*. This guidebook, three years in the making, is the work of the many (42) students, staff, and faculty members who served on the Board of LCR since 1986-87. It attempts to deal with the most critical economic problems facing labor in the "anti-union structure" left us by the Reagan years. Earlier this year, the Labor Center put out *The First Steps to Identifying Sex- and Race-Based Inequities, a Guide to Achieving Pay Equity*. The purpose of this 108-page booklet is to help workers and their unions raise low wages paid to women and people of color in segregated jobs, using resources commonly available.

The Labor Center has a continuing interest in advancing the teaching of labor studies in secon-

dary schools. Labor Center coordinators and staff again developed their own skills in this important subject by active participation in Oakland Tech's Labor Education Week in January (see last year's *Annual Report* for a fuller description of this model approach).

The Labor Center is also working with the American Federation of Teachers' state-wide "Labor in the Schools" committee, on a program to bring innovative techniques (like those developed in the Oakland model) to wider use in California's secondary schools. An extensive array of new teaching materials is being developed through this program, which functions jointly with a Southern California coalition, including representation from the Labor Center at UCLA.

On a related subject, our Labor Center has cooperated with the California Labor Federation (CLF) for the past 15 years in the preparation of exams used to select high school recipients of the CLF annual scholarship awards. Labor Center staff prepares the questions to be answered, and Coordinator Pete Guidry is on the panel of judges which selects the winners. This year, the exams were given to about 2,500 high school students in California. Students who vie for the 65 scholarships awarded by CLF receive selected study-materials on labor relations issues, which the

"Labor in the Schools" committee hopes to extend to more regular use in on-going high school curricula throughout the state.

Another special project of the Labor Center involved extensive applied research assistance of United Stanford Workers (SEIU Local 680) on basic pension plan coverage of Stanford employees. Improvements in the plan resulted, but, more importantly, a technique was developed for projecting future pension benefit levels, to give workers a better understanding of their pension rights.

Finally, because the cost and quality of negotiated health plans is an area of special concern to the Labor Center, Coordinator Bruce Poyer serves as a member of the advisory committee of the Public Employees Retirement System (PERS). PERS covers approximately 600,000 active and retired public employees and their dependents, and is now developing a major research program on the problems of effective cost and quality control in health care programs. This advisory committee, which includes academic members from UCLA, UCSF, Stanford, and UCSD, has developed a research program accepted by the PERS Board of Directors that may impact on cost, quality, and delivery systems of concern to all health plans in California and across the nation.

## LABOR CENTER PROGRAMS 1988-89

1988

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
July 2-15	Teaching Labor Studies in the Schools International Brotherhood of Teamsters Berkeley, California	Morgenstern/ Guidry	118
July 8-15	State Federation Summer School Santa Barbara, California	Braconi/ Guidry	140
July 23	Leadership Training, Utility Workers San Jose, California	Guidry	30
July 24	Grievance Workshop, Western Regional Summer Institute for Union Women Eugene, Oregon	Braconi	125
Aug. 2	Annual Leadership Training Service Employees International Union Oakland, California	Braconi	30

1988 (continued)

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
Aug. 10	Economic Issues in Collective Bargaining California Professional Firefighters San Jose, California	Braconi	37
Aug. 30-Sept. 1	Human Rights Conference, International Association Machinists District 141 Berkeley, California	Guidry	87
Sept. 2	Labor in American Society International Labor Leaders Berkeley, California	Chown	24
Sept. 13	The Bargaining Game California Professional Firefighters San Jose, California	Braconi Guidry	22
Sept. 17	Trust Agreement Project Conference Policy Analysis for California Education University of California at Berkeley	Morgenstern	125
Sept. 27	Living with the Labor/Management Reporting & Disclosure Act (LMRDA) Department of Labor Sacramento, California	Guidry	50
Sept.-Oct.	Annual Leadership Training, Local 790 Service Employees International Union San Francisco, California	Braconi	20
Sept.-Dec.	Contract Negotiation Training United Stanford Workers Stanford, California	Poyer	30
Oct. 18-19	Statewide Leadership Training Bakery Workers Sacramento, California	Guidry	25
Oct. 22	Site Representatives Training Oakland School Employees Association Oakland, California	Braconi	50
Oct. 25	Strategies for Dealing with the Media United Food and Commercial Workers San Francisco, California	Braconi	26
Oct. 29	Leadership Training, Assoc. Employees Union/ California School Employees Association Milpitas, California	Guidry	35
Nov. 4-5	Stewards Training Communications Workers of America Chico, California	Guidry	30

1989

Jan. 9-13	Labor Education Week Oakland Technical High School Oakland, California	Braconi/ Burton	200
Jan. 27	Stewards Training Service Employees International Union 535 Marin, California	Braconi	15
Feb. 16	Production Process and Labor Relations of United Auto Workers and NUMMI Managers UAW/NUMMI, Berkeley, California	Poyer/	80
Mar. 16		Morgenstern/	90
Apr. 27		Guidry	150
Feb. 2- 4	Minority Leadership Training Communications Workers of America Burlingame, California	Guidry	85
Feb. 22	Negotiating for Healthcare Berkeley, California	Poyer	36
Mar. 4- 5	Collective Bargaining for the State Bar Service Employees International Union 535 San Francisco, California	Braconi	14
Mar. 6- 8	Duty of Fair Representation/Human Rights Conf. Intern'l Association of Machinists, District 141 San Diego, California	Guidry	87
Mar. 6-10	Training for State Personnel Board Hearings California Department of Forestry Employees Sacramento, California	Braconi/ Guidry	40
Mar. 11	Grievance Handling/Dispute Standards Intern'l Brotherhood of Electrical Workers Sacramento, California	Guidry	70
Mar. 12	Workshops at Convention of American Federa- tion of State, County and Municipal Employees Sacramento, California	Guidry/ Poyer	25
Mar. 13	Collective Bargaining California Professional Firefighters Sacramento, California	Morgenstern	75
Mar. 14-16	Arbitration School Communications Workers of America Burlingame, California	Braconi	12
Mar. 18	Grievance Handling/Dispute Standards Intern'l Brotherhood of Electrical Workers San Jose, California	Guidry	65

1989 (continued)

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
Mar. 28	Grievance Handling Bakery Workers Union Sacramento, California	Guidry	23
Apr. 8	Leadership Training California School Employees Association San Jose, California	Guidry	90
Apr. 8	Advanced Grievance Handling Intern'l Brotherhood of Electrical Workers 1245 Concord, California	Guidry	45
Apr. 14-20	Teacher Training California Department of Corrections Sacramento and Berkeley, California	Morgenstern	70
Apr. 22	Advanced Grievance Handling International Brotherhood of Electrical Workers 1245 Fresno, California	Guidry	70
Apr. 27-29	Minority Caucus Conference Communications Workers of America District 9 Los Angeles, California	Guidry	90
May 5- 6	California Public Schools: Meeting the Challenge Burlingame, California	Morgenstern	270
May 10	Leadership Training Local 790 Service Employees International Union Oakland, California	Braconi/ Guidry	30
May 15	Labor Law, Fresno Central Labor Council Fresno, California	Guidry	35
May 16	Seminar for Representatives of Labor Organizations, with the U.S. Department of Labor Fresno, California	Guidry	72
June 3	Organizing/Leadership, Carpenters Union Santa Rosa, California	Guidry	22

## **LABOR OCCUPATIONAL HEALTH PROGRAM**

The Labor Occupational Health Program (LOHP), a component of the Institute's Center for Labor Research and Education, was established in 1974 to meet the growing need for a regional job safety and health information resource. The program has become known and respected both nationally and internationally. LOHP's primary purpose is to provide a range of workplace safety and health services to working people and unions, particularly in Northern California, and to assist them in taking an active role in identifying and controlling occupational hazards. Emphasis is given to assisting those who are traditionally under-served, including women, minorities, unorganized and non-English-speaking workers. Services are also offered to labor/management groups, health and legal professionals, government, other academic institutions, students, public interest groups, and the general public. Services include: development and distribution of original publications and films; training programs and conferences; technical assistance; a resource center, open to the public which incorporates both print and audiovisual collections; research and policy analysis; special projects; referrals to medical, legal, industrial hygiene, and laboratory services; Continuing Education courses for physicians, nurses, and industrial hygienists; and other course instruction at the high school, community college, and university levels.

In addition to its Institute affiliation, LOHP also serves as the labor and community outreach arm of the University's Northern California Occupational Health Center (NCOHC) established by mandate of the state legislature in 1979. NCOHC is a joint activity of the University of California at Berkeley, Davis, and San Francisco, which sponsors research and graduate degree programs in medicine, nursing, and public health as well as LOHP's public service activities. The intent is to provide within the University a coordinated interdisciplinary focus on the health of the worker and the environmental quality of the workplace. In providing outreach for NCOHC, LOHP acts as a clearinghouse and a liaison, making the resources and expertise of University researchers accessible to the community, and helping to assess community needs. These activities serve to increase NCOHC's public visibility and also offer valuable internship opportunities to University students. Further, NCOHC serves as the Northern Califor-

nia Educational Resource Center (ERC), one of 14 regional Centers funded by the National Institute for Occupational Safety and Health (NIOSH). Through the Northern California ERC, NIOSH supports LOHP's Continuing Education program for health professionals.

### **New Issues and Directions:**

LOHP has grown significantly in the last three years with the acquisition of major new grant funding from the state and federal governments. As the staff has increased in size and new projects have been initiated, ongoing discussions have been held within the LOHP staff and with both the Institute and the Northern California Occupational Health Center about the future direction and administrative needs of the program. These discussions have focused on internal staff restructuring, integration of the various grant projects with LOHP's core activities, the need for more space and improved physical facilities, the role of research in the program, better coordination with the research interests of faculty (both IIR and NCOHC), better utilization of faculty expertise, and increased faculty participation generally.

### **Past Year's Highlights:**

#### *Significant Accomplishments*

Today, the media and government are devoting increased attention to environmental pollution, toxic substances, and other twentieth-century threats to health. There has been a corresponding new emphasis on workplace health issues. In response, LOHP has developed an innovative style of education which combines traditional occupational safety and health questions with new, related areas of concern as they emerge. The success of this approach has been demonstrated by the numerous governmental and private entities which have recognized the program's unique competence and awarded funding for LOHP projects; the healthy and growing distribution of LOHP educational materials; and the demand for LOHP training and technical assistance, which increasingly outstrips the program's capacity to provide such services. LOHP's work has recently emphasized such contemporary issues as the education and protection of hazardous waste workers; AIDS in the workplace; infectious diseases and other hazards in health care jobs; the health and safety needs of minority and non-English-speaking workers; the health consequences of new workplace technology; workers' compensation; and the

effects of toxic chemicals. During 1988-89, LOHP sponsored or co-sponsored nearly 100 courses, classes, seminars, and workshops which directly reached several thousand people in both the University and the community; provided speakers to deliver dozens of additional presentations locally, nationally, and internationally; produced a regular newsletter with a worldwide circulation; developed seven other new educational materials, both print and audiovisual; and provided library services and technical assistance which had a broad impact throughout Northern California.

#### **Research:**

Although not primarily a research program, LOHP has traditionally undertaken certain research projects when the questions to be examined are directly compatible with LOHP's areas of emphasis.

Each year, LOHP staff members conduct a limited number of research projects, ranging from statistical studies to assistance in the development of proposed health and safety standards. Some projects are formal and others informal. Projects are selected for their relevance to the specific health and safety hazards, issues, and industries which constitute LOHP focus areas. Research activity is normally undertaken only when funding and personnel are available, and when the results can be utilized in LOHP's publications and training programs. LOHP student interns are given the opportunity to play a major role in many of these projects, working under the close supervision of LOHP professional staff. Research work is often conducted in collaboration with the Northern California Occupational Health Center or its individual faculty members; some projects have involved partnerships with other scholars and academic institutions. Research sponsors have included labor unions, government, and private foundations. LOHP research projects frequently have an impact on social policy. For example, the program's studies in recent years on health and safety training methodology, worker notification of hazards, workers' compensation, and new technology have had a direct and demonstrable influence on local, state, and federal policy discussion as well as on specific legislation and regulation. Findings often also contribute to policy dialogue within and among organized labor, management, and the academic community. Research projects during 1988-89 included:

#### **New Technology Survey:**

In the previous academic year, LOHP conducted a major survey of the economic and health effects of technological change in the California workplace. International and local unions with members in 20 California industries, ranging from airlines to electronics, were asked for detailed information in questionnaires and telephone interviews. The survey, originally funded by a grant from the Skaggs Foundation, was conducted by LOHP graduate student intern, David Harrington. It attempted to determine which industries have seen the most dramatic technological changes, what economic and health consequences are deemed most significant by affected unions and workers, and what strategies unions have adopted in response. This year, tabulation of the survey was completed and a final report was issued. The report was excerpted in LOHP's newsletter, the *Monitor*.

#### **Workers' Compensation Project:**

With funding from the Occupational Health Surveillance and Evaluation Program (OHSEP) of the California Department of Health Services, LOHP participated in a research project involving the analysis of California Workers' Compensation records to determine the feasibility of using such material for occupational disease surveillance purposes. The project was conducted in conjunction with the Bay Area Committee on Occupational Safety and Health, OHSEP staff, and Northern California Occupational Health Center staff at U.C. San Francisco.

#### **Graphic Communications International Union Survey:**

At the request of the Education and Research Department of the Graphic Communications International Union, AFL-CIO, LOHP developed a questionnaire/survey last year to ascertain the possible health effects associated with the solvent exposure of printing trades workers who use web presses. Donna Mergler, a professor from the University of Quebec in Montreal, who visited at LOHP for the 1987-88 academic year, directed the project with assistance from LOHP staff, local union members, and the International Union's Director of Education, Walter Lipka. The survey was distributed nationwide. Darryl Alexander of LOHP spent several weeks during May 1989 in

Montreal, assisting Dr. Mergler in further analysis of the research results.

#### **State Government Research/Consultation:**

Several LOHP professional staff members have served on special Cal/OSHA advisory committees formed to research and develop specific new health and safety standards. This year, Laura Stock, M.P.H., and Barbara Plog, M.P.H., C.I.H., were members of the Cal/OSHA Advisory Committee on Video Display Terminals, an appointed body charged with researching VDT health and safety hazards and assessing the need for California standards to regulate VDT work. The committee completed its final report in the spring of 1989 after more than two years of study and deliberation. Darryl Alexander served as an alternate on another Cal/OSHA advisory committee which was established to draft a state standard on workplace exposure to AIDS, hepatitis B, and other blood-borne diseases. LOHP staff have also provided technical consultation to the state Assembly and Senate on proposed health and safety legislation. This year, Laura Stock acted as a consultant on VDT policy to the California Assembly Labor and Employment Committee.

LOHP cooperates with and receives funding for its endeavors from numerous private and public organizations and agencies. Permanent University funding is now received from the Northern California Occupational Health Center (NCOHC). Other major new and continuing funding during 1988-89 included:

#### National Institute for Occupational Safety and Health (NIOSH), Continuing Education

Since 1982, NIOSH has supported LOHP's Continuing Education program, designed to serve practicing professionals in Northern California by meeting their ongoing need for occupational health and safety education. Professionals in health fields constitute the primary constituency served, and courses offer Continuing Education credits for nurses, physicians, and industrial hygienists. In addition, professionals in disciplines ranging from architecture to law to engineering frequently attend CE courses. Most courses are also open to others with a serious interest in occupational health, including labor and management health and safety personnel. Many courses are presented in cooperation with Northern California Occupational Health Center units at University of California at San Francisco (Depart-

ments of Medicine and Nursing) and University of California at Davis (Department of Medicine), as well as with various professional and community organizations. The CE program also sponsors outreach activities directed toward the professional community, and occasional special projects. Since its inception, the CE program has been directed by Lela Morris, R.N., M.P.H. Ms. Morris will retire in the summer of 1989 and Marion Gillen, M.P.H., will join the staff as the new CE program director.

#### National Institute of Environmental Health Sciences (NIEHS)

In October 1987, LOHP, participating in a state-wide consortium with several other groups, received a major five-year award from the National Institute of Environmental Health Sciences to initiate a health and safety training project in the hazardous waste industry. The consortium is comprised of LOHP along with several other University programs, including U.C. Extension units from Davis and Irvine, the UCLA Labor Center, and the University of Southern California. The program includes needs assessment, curriculum development, and direct education for workers and supervisors, emergency response personnel, and government employees. Gail Bateson, M.S., heads LOHP's component of the project. During 1988-89, LOHP developed and began presentation of a 24-hour course for Northern California workers engaged in the transportation, storage, and disposal of hazardous waste. This "TSD" course was offered five times. This year, project staff also continued to collect and develop training material and to build a Northern California Hazardous Waste Resource Center within the LOHP library.

#### National Institute for Occupational Safety and Health (NIOSH), Hazardous Substances Training

Supplementing LOHP's NIEHS grant to train hazardous waste workers, NIOSH has supplied a major four-year award to train professionals in the Western states and Hawaii who are involved in pesticide hazardous waste site mitigation. The target population includes industrial hygienists, engineers, and geologists. Among the grant activities during 1988-89 have been needs assessment and curriculum development; a major training session is scheduled for the summer of 1989. The training will include characteristics of pesticides and wood preservatives, safety and health precautions, and protective equipment.

The Continuing Education program at the University of Southern California and the School of Public Health at the University of Hawaii act as subcontractors on this project.

State of California Department of Health Services, Office of AIDS

Since 1986, LOHP has conducted an AIDS Labor Education Project, funded partially by the Department of Health Services and partially by direct training income, to educate workers, supervisors, and managers about the AIDS epidemic and its impact on the workplace. The primary focus has been on leaders and members in Northern California unions, particularly in the health care field. During 1988-89, the AIDS Project, directed by Elaine Askari, M.P.H., presented training to more than 2,000 people. State funding of the AIDS Project will continue in 1989-90.

State of California Department of Industrial Relations, Cal/OSHA

LOHP's AIDS Labor Education Project was awarded a contract by the Department of Industrial Relations to develop a curriculum and conduct training for Cal/OSHA Compliance Officers (safety and health inspectors) on blood-borne infectious diseases. LOHP staff presented a one-day course in June 1989.

State of California Department of Health Services, Occupational Health Surveillance and Evaluation Program (OHSEP)

OHSEP funded a research project on Workers' Compensation at LOHP during 1988-89. Additional funding was received from a variety of sources on a fee-for-service basis. One such project, funded by Los Angeles County, involved designing and presenting health and safety training for several hundred County video display terminal operators as stipulated in the Service Employees International Union contract covering these workers. Following an earlier successful series of classes given by LOHP and the UCLA Labor Center, a new series was developed during 1988-89, and will be presented during the Summer and Fall of 1989. Another fee-for-service project was the development, under the auspices of the Santa Clara Valley Medical Center, of a slide/tape presentation on chemicals used in the construction industry. The module was completed in late 1988. Other 1988-89 fee-for-service funding, involving specific short-term training and materials develop-

ment projects, was received from the City of Berkeley, the American Hospital Association, the Los Angeles County District Attorney's Office, and the City of San Francisco's Center for Municipal Occupational Safety and Health. A final important source of support was income generated from training programs and from sales of publications and films. New funding proposed for 1989-90 includes possible awards from Northern California Grantmakers and from the national AFL-CIO, both for AIDS labor education.

On December 1-2, 1988, LOHP co-sponsored a major statewide research and policy conference, "Changing Technologies in the Workplace," at the Faculty Center on the UCLA campus. Other co-sponsors were the California Assembly Labor and Employment Committee, the California Policy Seminar of the University of California at Berkeley Institute of Governmental Studies, and the Labor Occupational Safety and Health Program (LOSH) at the UCLA Institute of Industrial Relations. Attendance was nearly 100. LOHP staff planned the agenda, served as panelists during portions of the program, and invited a range of guest speakers on various aspects of the relationship between workplace technology and health. Presentations were made by a number of prominent academic, government, and private sector researchers, many of whom presented findings of their recent studies in the field. Among these speakers were Harley Shaiken, Department of Communications, University of California at San Diego; James Sheedy, VDT Clinic, University of California at Berkeley; Marilyn Goldhaber, Division of Research, Kaiser Permanente; Robert Karasek, Department of Industrial and Systems Engineering, University of Southern California; Elaine Bernard, Labour Programs, Simon Fraser University; and Priscilla Regan, Office of Technology Assessment, U.S. Congress. Also participating in the program were former U.S. Secretary of Labor Ray Marshall, California Assemblyman Tom Hayden, and several labor representatives.

**Course Instruction:**

During the Spring semester of 1989, Barbara Plog, M.P.H., C.I.H., LOHP's Industrial Hygienist, was the instructor of a graduate course offered by the University of California at Berkeley School of Public Health (Biomedical and Environmental Health Sciences 244, Industrial Hygiene - Professional Practice). Also in the Spring semester of 1989, LOHP Director Robin Baker, M.P.H.,

served as instructor of a graduate short course, Occupational Health Education, in the School of Public Health. In the Fall semester of 1988, Elaine Askari, M.P.H., developed and taught a course, Health and Safety in the Workplace, in the Labor Studies Program at San Francisco City College. In the Spring semester of 1989, Laura Stock, M.P.H., and Betty Szudy served as co-instructors of an occupational health and safety course in the Labor Studies Program at Merritt College in Oakland.

#### Continuing Education Courses:

From August 21-26, 1988, the CE program presented the First Annual Northern California Occupational Health Center Summer Institute at Squaw Valley. This week-long residential Summer School featured ten Continuing Education credit courses on a range of health and safety topics, specially designed for physicians, nurses, industrial hygienists, other health and safety professionals, union representatives, managers, supervisors, and others with a serious interest in the field. Total attendance was more than 80. Courses included: Sampling and Evaluating Airborne Asbestos Dust, Cancer Prevention Strategies, Clinical Presentation of Occupational Health and Toxicology Problems, Computer Applications in Health and Safety, Exposure Assessment Strategies, Health Promotion in Occupational Health, Indoor Air Pollution and Building-Associated Illness, Repetitive Motion and Cumulative Trauma Disorders, Strategies for Behavior Change, and Workers' Compensation and Legal Issues for Occupational Health and Safety Professionals. This successful event will be repeated in the Summer of 1989.

Several additional short courses for health professionals were presented during the year by LOHP's CE component. These included: Spirometry: Pulmonary Function Testing in Occupational Settings (a two-day course in Emeryville in October, 1988); Sampling and Evaluating Airborne Asbestos Dust (a week-long course in Emeryville in January, 1989); and Fundamentals of Industrial Hygiene (a week-long course in San Francisco, co-sponsored with the National Safety Council, presented in both February, 1989 and June, 1989). Many Continuing Education courses are devoted to particularly topical issues and draw a broad audience from labor, management, the academic world, and the community in addition to health professionals. Total 1988-89 attendance at Continuing Education courses (exclusive of the

Summer Institute) was more than 100.

The CE component also participated in organizing the Northern California Occupational Health Center's Industrial Hygiene Forum Series, a bi-monthly series of half-day sessions focused on providing practicing industrial hygienists with new, useful information. The sessions were held throughout the 1988-89 academic year. Other co-sponsors were the Northern California Section of the American Industrial Hygiene Association and the University of California at San Francisco Office of Public Service Programs. Total attendance during 1988-89 was over 200.

On May 4, 1989, LOHP's CE program and the Northern California Occupational Health Center co-sponsored, with a number of state agencies, Lead Poisoning in California: Responding to Lead Hazards in Your Community. This one-day conference, held at the University of California at Berkeley Clark Kerr Center, drew an audience of more than 100, primarily health professionals. The conference emphasized screening, treatment, and prevention of lead poisoning among both working adults and children.

#### Labor and Community Courses and Workshops:

Highlights among the many labor and community educational programs which LOHP sponsored or co-sponsored during 1988-89 were the following: On September 15, 1988, LOHP sponsored a one-day conference in Berkeley for occupational health and worker educators. The conference, Reaching Every Worker: A Participatory Approach to Health and Safety Education, was led by a number of Bay Area educators who had recently attended a workshop on training techniques at Highlander Center in Tennessee. Among the topics covered were education for empowerment, reaching underserved workers, and developing a public policy for worker training. Attendance was over 30.

On April 24, 1989, LOHP presented a one-day training conference in San Jose on the health hazards of the hair care and beauty professions. The conference, Beauty and the Beast, was presented in cooperation with United Food and Commercial Workers Union (UFCW) Local 428, the American Lung Association, and the California Department of Health Services Hazard Evaluation System and Information Service (HESIS). More than 75 people attended, including barbers, cosmetologists, hair stylists, beauty instructors,

salon owners, and union representatives. The conference featured presentations by LOHP staff and others on the health risks faced in these occupations, including toxic chemicals, musculo-skeletal problems, and infectious diseases.

In April 1989, LOHP's Hazard Waste Worker Training Program, funded through a grant from the National Institute of Environmental Health Sciences, began presenting its newly-developed three-day "TSD" (transport, storage, and disposal) curriculum. This intensive course, designed for Northern California hazardous waste workers, includes information on specific toxic substances, health and safety precautions, protective equipment, and applicable regulations. It meets the requirements for worker training mandated by the new federal OSHA hazardous waste standard (29 CFR 1910.120). Between April and June of 1989, the 24-hour course was presented five times to a total of 100 workers. Training sites included Berkeley, Richmond, Sacramento, and San Jose.

In June 1989, LOHP organized and conducted a week-long course, Health and Safety in the Petrochemical Industry, at the University of California Richmond Field Station. Over 15 union and management health and safety representatives from the Northern California petroleum and petrochemical industries attended this intensive training course, which LOHP has presented periodically since 1981. Topics included refinery and petrochemical hazards, workplace monitoring, toxicology, epidemiology, hazard control, legal rights, and equipment demonstrations. This training for both labor and management is required under the terms of union contracts with several California petrochemical firms.

LOHP's AIDS Labor Education Project, primarily funded by a grant from the California Department of Health Services, offered over 50 training sessions during 1988-89 to a wide range of labor and other groups. More than 2,000 people were trained. One important target consisted of employees in hospitals and other health care institutions, including nurses' aides, orderlies, housekeeping and dietary staff, and medical clerks. Most of these workers, many of whom are ethnic minorities, had previously received little or no training on the proper procedures for human immunodeficiency virus (HIV) and hepatitis B virus (HBV) transmission control in the workplace. Other groups given AIDS training during 1988-89 included school district and city custodians, city maintenance and repair crews,

county public works employees, gardeners, postal workers, electrical workers, flight attendants, cosmetologists, high school students, supervisors at the California Department of Health Services, and Cal/OSHA Compliance Officers (state safety and health inspectors).

LOHP gave more than 15 educational sessions on the hazards of video display terminals and other new workplace technologies during 1988-89. Sessions were held for Port of Oakland workers, staff of law firms, newspaper editorial employees, city and county employees, University employees, and other groups. Many of these sessions were accompanied by worksite evaluations during which LOHP staff offered advice on potential ergonomic improvements to employees' workstations.

More than 40 other training programs were presented during 1988-89, primarily for worker or worker/management groups from specific industries or occupations. Presentations ranged from workshops of a few hours to courses of several days' length and directly reached over a thousand people. Classes were held throughout Northern California and occasionally elsewhere on the West Coast. In some cases, health and safety modules were incorporated into broader union training programs offered by the Labor Center. Groups who received training included city and county employees, clerical workers, health care workers, oil refinery workers, chemical plant workers, printing trades and graphics arts employees, inland boatmen, janitors and custodians, building and construction trades workers, sugar workers, electrical utility workers, gardeners, cosmetologists, service employees, and high school students. Training focused on toxic chemicals and the "right to know"; hazard recognition in blue-collar and white-collar jobs; hazards faced by minority and women workers; health and safety training techniques; and forming health and safety committees.

#### **Professional, Labor, and Community Presentations:**

LOHP staff served as facilitators, speakers, panelists, and/or resource persons at numerous local, national, and international labor, community, and professional conferences sponsored by other organizations. These included:

The Solutions: An International Occupational  
Health and Safety Convention  
(Victoria, Australia, October 1988).

LOHP staff gave a presentation on "U.S. Experience in Worker Health and Safety Training."

Deep South NIOSH Educational Resource Center-  
American Cancer Society Alabama  
Division/Cooperative Health Manpower  
Education Program of the Tuskegee Area  
Health Education Center, Joint  
Conference  
(Mobile, Alabama, November 1988).

LOHP staff gave a presentation on "Cancer Prevention and Detection in Men: Occupational Exposures and Risks."

American Public Health Association  
Annual Meeting  
(Boston, November 1988).

LOHP staff served as co-chairs of the APHA Occupational Health Section program, and gave presentations on "Worker Involvement in Research," "Shifting the Emphasis to Early Indicators of Exposure," "Healthcare Workers and AIDS - A Train-the-Trainer Approach," "Application of Worker Notification Guidelines to Health Hazard Evaluations," "Occupational Safety and Health and Training in the 1990s: The Role of NIOSH Educational Resource Centers," and "New Technology and Workers' Health: Strategies for Promoting Worker Involvement in Technological Change."

Conference on Occupational HIV Infection: Risks  
and Risk Reduction  
(School of Medicine, University of California at San Francisco, and Northern California Occupational Health Center, December 1988).

LOHP AIDS Labor Education Project staff gave a presentation on "Training LVNs, Housekeeping and Other Hospital Employees."

Second Annual Labor Education Week, Oakland  
Technical High School  
(Oakland, January 1989).

LOHP staff gave presentations to high school students during a week-long event designed to introduce labor studies into public schools. Topics included: "Toxics in the Workplace and the Community," "Occupational Health Issues," and "Stress in the Workplace."

California Public Health Association (North),  
Occupational/Environmental Health  
Section Meeting  
(San Francisco, March 1989).

LOHP staff participated on a panel on infectious disease and gave a presentation "On Communicating Risks to the Community."

University and College Labor Education  
Association Annual Meeting  
(Portland, Oregon, March 1989).

LOHP staff gave a presentation on "The Future of Worker Safety and Health Training."

Southwest Labor Studies Conference  
(San Francisco, April 1989).

LOHP staff gave a presentation on "Innovations in Health and Safety Training."

The LOHP staff also gave numerous talks before local union meetings, management and professional groups, and academic audiences.

#### **Special Public Service Projects:**

##### *Technical Assistance*

LOHP answers from 300 to 400 requests for technical assistance each year. Since many of these services are provided for representatives of unions, management, and other organized groups, the assistance rendered has an effect on many thousands of people. Assistance includes: answering telephone requests for information on specific hazards and legal rights; helping union health and safety committees to design hazard identification questionnaires, survey workplaces, and conduct training; making walkthrough inspections at work-sites and offering recommendations for hazard abatement; aiding both local and national health and safety organizations in development of training programs and materials; and making referrals for medical, legal, and other services. Most technical assistance requests during 1988-89 involved VDTs, AIDS, toxic substances, and hazardous waste.

##### *Library and Resource Center*

LOHP's library and audiovisual collection together comprise the LOHP Resource Center, which is

open to the public. It now contains over 4,000 books, pamphlets, and periodical titles; thousands of articles, papers, and clippings; and over 100 motion picture films, videotapes, and slide presentations. During 1988-89, these materials were used by more than 350 students, workers, union representatives, management personnel, professionals, and others. The library incorporates an extensive special collection on video display terminal hazards as well as a new and growing collection on AIDS. Also in development is a Northern California Hazardous Waste Resource Center, established in conjunction with LOHP's federally-funded Hazardous Waste Worker Training Project.

#### *The VDT Coalition*

This group of labor organizations and individuals is well-known in the Bay Area and nationally as a major information resource on the hazards of working with video display terminals and related technology. The Coalition has also explored potential legislative and contractual protections for VDT operators. LOHP provides the Coalition with an office, technical expertise, and a shared resource library. The Coalition contributes the regular *Video Views* section to LOHP's newsletter, *Monitor*.

#### *Health Care Workers' Task Force*

This Bay Area labor group is composed of stewards, activists, officials, and staff from Northern California unions representing both professional and nonprofessional workers in the health care field. With help from LOHP staff, the group conducted a number of innovative projects during 1988-89, including surveys of Bay Area hospital workers' susceptibility to needlestick injuries; "walkaround" inspections of health care facilities; and development and distribution of health and safety fact sheets. A new Task Force booklet, which presents a union approach to health and safety inspections of hospitals, is being completed and will be published jointly by the Task Force and LOHP soon. Current participants in the Task Force include locals of SEIU, AFSCME, the California Nurses Association, and other unions.

#### *Continuing Education Outreach and Special Projects*

In addition to presenting from 12 to 15 formal courses and conferences each year (described

earlier), LOHP's Continuing Education program also conducts outreach and special projects. CE outreach activities include presentations to professional societies, promotional mailings, and needs assessment surveys. An Advisory/Planning Committee has been established consisting of occupational health professionals who aid in specific course development.

The CE Director also serves on Professional Education Committees of local affiliates of several voluntary associations (e.g. American Cancer Society, American Lung Association, Golden State Medical Association Advisory Committee on Cancer Education, and Bay Area Black Nurses Association) to increase their awareness of occupationally linked problems and to facilitate joint program planning. Co-sponsorship of CE courses with such organizations allows the program to reach new audiences, to maintain high visibility, and to encourage the organizations to devote additional resources to occupational health issues.

The CE component's new and ongoing special projects during 1988-89 included:

#### American Association of Occupational Health Nurses Journal Minority Workers Issue

After the CE program presented a major NIOSH-sponsored multidisciplinary conference, Minority Workers: The Impact of Work on Health, in June 1987, CE Director Lela Morris, R.N., M.P.H., was invited to serve as Guest Editor of a special double issue of the *American Association of Occupational Health Nurses Journal* devoted to job safety and health problems affecting U.S. ethnic minorities. The *Journal*, a major national professional publication, published this material in the spring of 1989. Included were contributions by several LOHP staff members and by prominent academic researchers throughout the country whose assistance was solicited by LOHP.

#### Associated Black Health Educators (San Francisco Bay Area) Awareness Project

The CE program initiated a cooperative program with this major regional professional organization during 1988-89. The goal is to develop awareness and increase knowledge of occupational and environmental hazards and their impact on overall health. The program brings guest occupational safety and health professionals to speak at the group's bimonthly meetings.

**American Cancer Society (Alameda County Unit):  
Occupational Carcinogens Project**

In cooperation with the Alameda County Unit of the American Cancer Society, special educational efforts are in progress with hospital nurses, emphasizing potential exposure of patients and hospital employees to occupational carcinogens. The Alameda County Unit has also agreed to sponsor presentations on occupational carcinogens by LOHP CE staff as in-service training for its

Professional Education Committee.

**American Lung Association  
(San Francisco Unit) Asbestos Project**

The CE program continued to work with the San Francisco Unit of the American Lung Association to establish and support the Coalition of Asbestos Resources Agencies, which will function as a community clearinghouse for information and referral services on asbestos.

**LOHP PROGRAMS 1988-89**

1988

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
Aug. 21-26	<u>The First Annual Northern California Occupational Health Center Summer Institute</u> ; ten Continuing Education credit courses on health and safety topics at Squaw Valley.	Lela Morris	80
Sept. 15	A one-day conference, <u>Reaching Every Worker: A Participatory Approach to Health and Safety Education</u> for occupational health and worker educators, in Berkeley, at the Clark Kerr Center.	Robin Baker	over 30
Oct. 27-28	<u>Spirometry; Pulmonary Function Testing in Occupational Settings</u> (a two-day course for health professionals) in Emeryville.	Lela Morris Barbara Plog	*
Dec. 1-2	Research and Policy Conference: <u>Changing Technologies in the Workplace</u> , at Faculty Center, UCLA campus, co-sponsored with the California Assembly Labor and Employment Committee, the California Policy Seminar of the University of California at Berkeley Institute of Governmental Studies, and LOSH at the UCLA Institute of Industrial Relations.	Robin Baker Laura Stock Betty Szudy	approx. 100

1989

Jan. 23-27	<u>Sampling and Evaluating Airborne Asbestos Dust</u> (a week-long course for health professionals) in Emeryville.	Lela Morris Barbara Plog	*
Feb. 27- Mar. 3	<u>Fundamentals of Industrial Hygiene</u> (a week-long course for health professionals), co-sponsored with the National Safety Council, in San Francisco.	Lela Morris Barbara Plog	*
1988-1989	LOHP CE component participated in organizing <u>Industrial Hygiene Forum Series</u> , a bi-monthly series of half-day sessions of industrial hygienists. (Co-sponsored with the Northern California Section of the American Industrial Hygiene Association and the University of California, San Francisco Office of Public Service Programs.) Total 1988-1989 attendance at this Forum Series	Lela Morris Barbara Plog	over 200

1989 (continued)

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
Apr. 24	A one-day training conference, <u>Beauty and the Beast</u> , in San Jose, in cooperation with United Food and Commercial Workers Union (UFCW) Local 428, the American Lung Association, and the California Department of Health Services Hazard Evaluation and Information Service (HESIS) for cosmetologists, barbers, and union representatives.	Elaine Askari Barbara Plog Laura Stock	over 75
Apr. 89	LOHP's Hazardous Waste Worker Training Program funded through a grant from the National Institute of Environmental Health Sciences), began presenting its newly developed three-day "TSD" (transport, storage, and disposal) curriculum for hazardous waste workers. This 24-hour course program was presented five times in Berkeley, Richmond, Sacramento, and San Jose to a total of 100 workers.	Darryl Alexander Gail Bateson Gina Gargano Betty Szudy	
May 4	LOHP/CE Program co-sponsored with the No. California Occupational Health Center, and a number of state agencies, <u>Lead Poisoning in California: Responding to Lead Hazards in Your Community</u> , a one-day conference for health professionals, at the University of California at Berkeley Clark Kerr Center.	Lela Morris	over 100
June 26-30	A week-long course, <u>Health and Safety in the Petrochemical Industry</u> , at the University of California, Richmond Field for union and management health and safety representatives.	Robin Baker Gail Bateson Laura Stock	
June 26-30	<u>Fundamentals of Industrial Hygiene</u> (a week-long course for health professionals), co-sponsored with the National Safety Council, in San Francisco.	Lela Morris Barbara Plog	*
1988-1989	50 training sessions to a wide range of labor and other groups, among them groups from hospitals and health care institutions to train these workers on proper procedures for human immunodeficiency virus (HIV) and hepatitis B virus (HBV) transmission control in the workplace. Other groups given this AIDS training included school district and city custodians, city maintenance and repair crews, postal and electrical workers, flight attendants, cosmetologists, high-school students and Cal/OSHA Compliance officers, among others. Total attendance:	Elaine Askari Darryl Alexander Betty Szudy	over 2,000
	15 educational sessions on the hazards of video display terminals and other new workplace technologies to Port of Oakland workers, staff of law firms, newspaper editorial employees, city and county employees, University employees, and other groups.	Barbara Plog Laura Stock Betty Szudy	

1989 (continued)

<u>Date</u>	<u>Program</u>	<u>Staff</u>	<u>Attendance</u>
1988-89	40+ other training programs, primarily for worker or worker/management groups from specific industries or occupations. Presentations ranged from workshops of a few hours to courses of several days' length and directly reached more than 1,000 people, throughout Northern California and occasionally elsewhere on the West Coast. (Some of these were incorporated into Labor Center programs.)	Darryl Alexander Elaine Askari Robin Baker Gail Bateson Lela Morris Barbara Plog Laura Stock Betty Szudy	

\* Total 1988-1989 attendance at Continuing Education Courses (exclusive of the Summer Institute) was more than 100.

## THE JOURNAL

*Industrial Relations*, the Institute's scholarly journal, completed its twenty-eighth year of publication. Three times a year (Winter, Spring, and Fall), the *Journal* publishes research articles, notes, and symposia as well as papers on topics of current interest on all aspects of the employment relationship. Special attention is given to the role of institutions that constitute and surround the workplace.

Twenty-eight articles and research notes were published, comprising over 440 pages. While the number of papers is about the same as in the previous year, the number of pages represent an increase of over 20 percent. A highlight this year was the publication of a symposium issue, consisting of papers from the 1988 Third Berkeley Conference on Industrial Relations. The *Journal* once again maintained an international coverage; a half-dozen papers discussed, among other topics, U.S.-Canadian comparisons in labor law and labor markets; U.S.-British contrasts in labor history; and productivity coalitions and the future of corporatism in Western Europe. Additional papers spanned the *Journal's* usual broad spectrum of research areas, including technological change and work redesign, plant closings, unemployment, wage structure and dynamics, income inequality, profit-sharing, strike activity, and trends in union-management relations.

After increasing by 10 percent in the previous year, the number of submissions returned to its prior level of about 185 manuscripts this year. The quality of the manuscripts continued to improve, and 15 percent of nonsymposium submissions were accepted. The continued improvement in the quality of submitted manuscripts has now produced a substantial backlog of accepted papers. The Board has decided, therefore, to increase the number of pages and papers published.

The co-editors, Jonathan Leonard and Michael Reich, were supported by an outstanding Board of Reviewers. This year, nine members of the Board completed their service: Sara Behman, Peter Feuille, Robert Flanigan, Joseph Garbarino, Lawrence Kahn, Harry Katz, Thomas Kochan, David Soskice, and David Stern. The Institute wishes to thank these individuals for their valuable contributions. Six distinguished scholars (five from universities across the United States and one from the United Kingdom) were invited to join the Board: Steven G. Allen, Francine Blau, David Lewin, Paul Osterman, Andrew Oswald, and Paula Voos. The Institute is pleased to welcome them and to be able to report that all of our

invitations were accepted. Barbara Porter continued to serve as Managing Editor and Katherine Mooney as Assistant Editor. The staff continued the process of computerizing the editorial process. The submission of diskettes by authors and the further mechanization of office and editing procedures eventually will permit the *Journal* to publish more pages per year without unduly affecting the staff's workload. Circulation is now handled entirely by Basil Blackwell Inc., the *Journal's* publishing house. The new publishing arrangement with Blackwell is now operating smoothly, and is producing the expected improvements in circulation, appearance, and expenses.

The following papers were published this reporting period:

### Volume 27, Number 3, Fall, 1988

#### Articles

"Income Inequality: An Inter-Industry Analysis,"  
by Carlos Davidson and Michael Reich

"The Changing Importance of Lifetime Jobs,  
1892-1978," by Susan B. Carter

"Wages, Nonwage Compensation, and Municipal  
Unions," by Jeffrey S. Zax

"Economic and Political Factors in Formal Grievance  
Resolution," by David Meyer and  
William Cooke

"Quality Circle Survival: An Explanatory Analysis,"  
by Robert Drago

"Corporate Characteristics and Union Organizing,"  
by Cheryl L. Maranto

"The Impact of Internal Union Politics on the 1981  
UMWA Strike," by Teresa Ghilarducci

#### Research Notes

"Public Wage Differentials and the Public  
Administration's Industry," by Dale Belman  
and John S. Heywood

"Hours of Part-time and Full-time Workers at the  
Same Firm," by Mark Montgomery

**Volume 28, Number 1, Winter, 1989**

**Articles**

"Productivity Coalitions and the Future of Corporatism," by Paul Windolf

"Employment and Local Public Sector Unions" by Jeffrey S. Zax

"Production Technology and the Interindustry Wage Structure," by David R. Howell

"What Do We Know About Worker Displacement in the U.S.?" by Ronald G. Ehrenberg and George H. Jacobson

**Research Notes**

"Canadian Public-Private Sector Earnings Differentials, 1970-1980," by Daniel N. Shapiro and Morton Stelcner

"Temporary Layoffs and Unemployment in Canada," by Matthew Robertson

"The Effects of Mechanisms of Managerial Control on Unionization," by John Evansohn

"Trends in Union Organizing Issues and Tactics," by Monty L. Lynn and Jozell Brister

**Volume 28, Number 2, Spring, 1989**

**A SYMPOSIUM: PAPERS PRESENTED  
AT THE 1988 THIRD BERKELEY  
CONFERENCE ON INDUSTRIAL RELATIONS**

"Political Parties and Labor Legislation in Canada and the U.S.," by Peter G. Bruce

"Interstate vs. Interprovincial Differences in Union Density," by Noah M. Meltz

"Trade Agreement vs. Open Shop: Employers' Choices Before WWI," by Jeffrey Haydu

"Unionization and Job Design Under Programmable Automation," by Maryellen R. Kelley

"Technological Innovation and Employment in Telecommunications," by Lisa M. Lynch and Paul Osterman

"Spanning the Union/Nonunion Boundary," by Peter Cappelli and Peter D. Sherer

"Market Structure, Strike Activity, and Union Wage Settlements," by John M. Abowd and Joseph S. Tracy

"Wage Structure and Dynamics in the Electronics Industry," by Jonathan S. Leonard

"British Evidence on the Employment Effects of Profit Sharing," by Derek C. Jones and Jeffrey Pliskin

"Improving Productivity and Quality Through Collaboration," by William N. Cooke

*Industrial Relations* is published three times a year (in Winter, Spring, and Fall).

**Annual subscriptions:**

**Institutions:** \$30.25 (North America)  
£24.20 (U.K.)  
£27.25 (Overseas)

**Individuals:** \$16.50 (North America)  
£16.50 (U.K.)  
£17.50 (Overseas)

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Berkeley, CA

## **THE LIBRARY**

The Library is administered by the Institute and is independent of the campus library system. It is a selective and interdisciplinary collection, specializing in industrial relations topics, and is designed primarily to support the Institute's research and community development programs. It includes materials relevant to labor/management concerns -- books, journals, reports, university working papers, and government publications -- which focus on such topics as collective bargaining, industrial and public employee relations, labor economics, labor history, personnel management, and organizational behavior.

The current year has been a productive one for the Library. Steady growth has continued with the addition of about 1,300 cataloged items. Space needs have been met in part by appropriation of basement space; this has allowed shifting the portions of the collection which can now be paged.

However, space limitations continue to be a problem. The budget has increased modestly to cover the rise in costs of books, serials and student help. The Library continues to serve a diverse clientele, with Institute faculty, students, and staff still the primary users; in this, it fulfills the original mandate for establishing this special library. Others are welcome to use the collection, and they come primarily from campus, other Bay Area colleges, unions, businesses, and govern-

ment offices nearby. Reference service is limited only by staff time, but is available by phone, correspondence, and in person.

### **New Directions:**

The collection now numbers some 61,000 items, and is recognized as the largest industrial relations library on the West Coast. Staff size remains the same. The Summer of 1989 will bring a significant change in leadership of the Library, when Nanette Sand retires and Terence Huwe assumes the position of head librarian. A number of deferred projects will need assessment and action. Among them is automation of the library -- in particular, future cataloging of the collection into machine-readable form for online access. The University has expressed its interest in enabling all Affiliated Libraries to add their holdings to MELVYL, the statewide online catalog, or GLADIS, the Berkeley campus system. The visibility and prestige of the Institute Library within the University community would be greatly enhanced by participation in MELVYL or GLADIS.

Library users have access to MELVYL and GLADIS in the Institute Library by dialup linkage and a dedicated terminal. Our primary library users -- the faculty, students, and staff of the Institute -- can look forward to additional services in the coming years.



## PROGRAMS AND EVENTS

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### BERKELEY CAMPUS HUMAN RESOURCES COUNCIL (BCHRC)

Officers: Melody Philo, President  
Camille A. Anderson, Treasurer  
Janet Simmonds, Chuck Rice,

Marketing Kellee Chen, Internships  
Michelle Attell, Socials

BCHRC is an undergraduate student organization designed to enrich the University of California students' knowledge, experiences, and career opportunities in the field of Human Resources.

A few years ago, in an attempt to partner the professional HR community with the resources of the university, including its outstanding faculty and students, BCHRC initiated an annual "breakfast" event (sponsored by its undergraduate and graduate/MBA chapters). These breakfasts give BCHRC the opportunity to communicate to the public the University's efforts to provide a solid education in the field while at the same time deepening the students' knowledge and experience through club events and activities. It also affords students and professionals the opportunity to match their interests for possible future employment. Quite a number of internships and mentorships are developed each year through the contacts made at the breakfasts, while at the same time the business community and public-at-large become better acquainted with the education at the University and its relevance to helping to serve tomorrow's business needs. Organizations are encouraged to contact BCHRC to arrange for student internships.

The fourth annual BCHRC Breakfast in May was again very successful, with more than 40 students, 60 professionals, and numerous faculty members attending. This year, BCHRC hosted Jack Carter at a special breakfast for human resource professionals. Mr. Carter is an IBM executive currently on loan as consultant to the Secretary of Labor's prestigious Commission on Workforce Quality and Labor Market Efficiency. His prior position was Director of Dependent Care Programs for IBM. His address, *"Human Resources: Emerging Issues ... Changing Strategies"*, focused on human resource innovations at IBM, particularly in the areas of child care, elder care, and flexible work scheduling. He also reported on the Commission's research and possible conclusions for increasing the excellence of the American workforce for the 21st century.

BCHRC was also active in providing skills workshops on interviewing, resume writing, job search, and career planning. BCHRC hosted presentations by members of the business community from the human resources field for students on campus.

**BAY AREA LABOR STUDIES SEMINAR  
(BALSS)**

The BALSS seminar is sponsored by faculty and is now in its fourteenth year. It continues to be a popular opportunity to hear some outstanding speakers on topics of current interest to represen-

tatives of labor and management as well as the public at large. Profs. Lloyd Ulman, William Dickens and Kim Voss co-chaired again this year and arranged the following sessions:

Fall Semester, 1988

<u>Date</u>	<u>Topics and Speakers</u>
Oct. 6	"Workplace Democracy and Collective Bargaining in Sweden," Bjorn Bergman (President, Swedish Union of Foremen and Supervisors), Ingemar Lindberg (Head of Social Policy Department of LO, Swedish Trade Union Confederation), Bo Sunden (Vice President, Division of Negotiations on Wages and Terms of Employment, Swedish Employers Confederation, SAF), and Peter Stare (Head of Negotiations at the National Association of Government Employers, SAV).
Nov. 22	"Strikes -- Needed or Not?" Chuck Mack (President, International Brotherhood of Teamsters Council 7), Maggie Jacobsen (Commissioner, Federal Mediation Services), and Karen Henry (Attorney, Weisburg & Aaronson).

Spring Semester, 1989

Mar. 7	"Justice in the Workplace? The Future of 'At Will' Employment," Joseph R. Grodin (Professor of Law, Hastings College, presiding), William Gould (Professor of Law, Stanford University), George Strauss (Professor of Business Administration, University of California at Berkeley), Oliver Williamson (Professor of Economics, Business, and Law, University of California at Berkeley).
Apr. 11	"Coordinated Market -- Why Japan and Germany Both Excel in Technological Progress, Wage Restraint, and International Competitiveness," David Soskice, Oxford University.
May 9	"When Strikes Won't Work: The Use of the Corporate Campaign to Prevent Plant Closings or to Secure First Contracts," Ron Carver (who directed corporate campaigns for UE, I.U.D., AFL-CIO, Paperworkers and is currently working on an AFTRA campaign in Boston).

**LABOR/MACRO ECONOMICS SERIES**  
**(a/k/a BROWN BAG LUNCH SERIES)**

This ever well-attended interesting opportunity to discuss current issues and members' current activities and work continued in 1988-89. As usual, participants met on Fridays at IIR.

These are the topics which were discussed:

Fall Semester, 1988

<u>Date</u>	<u>Topics and Speakers</u>
Sept. 9	"Bankruptcy and Labor Contracts," Ben Hermalin, Business Administration, University of California at Berkeley.
Sept. 23	"Problems with Common Currency," Alessandra Casella, Economics, University of California at Berkeley.
Sept. 30	"Why Did the Proletariat Float: Evidence from San Francisco 1892," Susan Carter, Visitor, Economics, University of California at Berkeley.
Oct. 7	"Occupational Wage Differences," Knut Gerlach, Visiting Scholar (FRG), IIR.
Oct. 14	"Why the Market Under Provides Workers Ownership and Participation," David Levine, Business Administration, University of California at Berkeley.
Oct. 21	"An Economist in Public Life," Dr. Wilhelm Noelling, University of California at Berkeley, alumnus and Regent's Lecturer; President, Landeszentralbank, and Member of the Central Bank Policy Council of the Bundesbank, Hamburg (FRG).
Oct. 28	"Executive Compensation," Jonathan Leonard, Business Administration, University of California at Berkeley.
Nov. 4	"Friedman & Schwartz Revisited," Christina Romer and David Romer, Economics, University of California at Berkeley.
Nov. 11	"Queue and Non-queue Dualism in Postwar Japan," Carl Mosk, Economics, University of Victoria, Victoria, BC, Canada.
Dec. 2	"Sectoral and Establishment Level Labor Demand Disturbances and Unemployment in U.S. Manufacturing," Steve Davis, Graduate School of Business, University of Chicago and Hoover Institution, Stanford.
Dec. 4	"Labor Market Analysis of Concerted Action," Lloyd Ulman, Economics, University of California at Berkeley.

There were no Brown Bag Lunches January - June, 1989.

**ORGANIZATIONAL BEHAVIOR AND INDUSTRIAL RELATIONS  
COLLOQUITUM SERIES  
(OBIR)**

This series is sponsored jointly by the Walter A. Haas School of Business and the Institute.

During 1988-89, the following topics and speakers were presented:

Fall Semester, 1988

<u>Date</u>	<u>Topics and Speakers</u>
Sept. 14	"Accountability: The Social Context of Judgment and Choice," Philip Tetlock, Psychology, University of California at Berkeley.
Sept. 21	"Microdynamics of Industrialization in Ireland," Michael Hout, Sociology, University of California at Berkeley.
Sept. 28	"The Medieval Guild and the Evolution to the Modern Organization," Manfred Kieser, University of Mannheim, Germany.
Oct. 5	"Painting Socialism: Ideology and Reality in a Hungarian Steel Mill," Michael Burawoy, Sociology, University of California at Berkeley.
Oct. 12	"The Political Conditions of Organizing," John Meyer, Sociology, Stanford University.
Oct. 19	"The Organization of Capitalism in East Asia," Nicole Biggart and Gary Hamilton, University of California at Davis.
Oct. 26	"From Corporate Strategy to Economic Institution: Adopting the Multidivisional Form in the 1960's," Donald Palmer, Graduate School of Business, Stanford University.
Nov. 2	"An 'Interpretive' Model of Intrinsic Work Motivation," Ken Thomas, Department of Management, Naval Postgraduate School.
Nov. 9	"Colleagiality and Bureaucratization," Malcolm Waters, University of Tasmania, Australia.
Nov. 16	"Job Burnout in Human Service Organizations," Christina Maslach, Psychology, University of California at Berkeley.
Nov. 30	"Making Fast Strategic Decisions in High Velocity Environments," Kathleen Eisenhardt, Industrial Engineering, Stanford University.
Dec. 7	"Fairness in Selection Decisions: New Approaches," Sheldon Zedeck, Psychology, University of California at Berkeley.

Spring Semester, 1989

<u>Date</u>	<u>Topics and Speakers</u>
Jan. 20	"Structural Inertia Revisited: Organizational Change in the Savings and Loan Industry," Heather Haveman, University of California at Berkeley.
Jan. 25	"Learning Small Group Activities: Employer Cooperation and Consultants in American, Japanese and Swedish Industry," Robert Cole, University of Michigan.
Feb. 1	"Divestment and Exit in Declining Industries: Shake-Out or Stake-Out," Marvin Lieberman, Stanford University.
Feb. 8	"An Intra-Organizational Ecological Perspective on Strategy," Robert Burgelman, Stanford University.
Feb. 15	"A Guide for the Perplexed: A MetaTheoretical Framework for Organizational Research," Paul Adler, Stanford University.
Feb. 22	"Unobserved Ability, Efficiency Wages and Inter-Industry Wage Differentials," David Neumark, Division Research, Board of Governors of the Federal Reserve System.
Mar. 1	"Inequality in a Company of Equals: Decision Making in Law Firms," Robert Stern, Cornell University and University of California at Berkeley.
Mar. 8	"Targets of Opportunity: Organizational and Environmental Determinants of Gender Integration," James Baron, Stanford University.
Mar. 22	No Colloquium: Spring Break.
Mar. 29	"Labor Relations at NUMMI," Clair Brown and Michael Reich, Economics, University of California at Berkeley.
Apr. 5	"Internal Labor Markets and Wages: Tests of Skill, 'Tournament,' and Power Models," Peter Cappelli, School of Business, University of California at Berkeley.
Apr. 12	"Bread and Roses: Justice and the Distribution of Financial and Socio-emotional Rewards in Organizations," Joanne Martin, Stanford University.
Apr. 21	"Judgment Calls in Publication Decisions," Richard Mowday, University of Oregon.
Apr. 26	"Disposition is Not Action," Kim Voss, Sociology, University of California at Berkeley.
May 10	"The Comparative Ecology of the American and German Brewing Industries," Anand Swaminathan, University of California at Berkeley.

**RESEARCH AGENDA  
FOR COMPARATIVE LABOR MARKET PROBLEMS AND POLICIES**

**Joint Meeting:** Center for Western European Studies (CWES)  
and the Institute of Industrial Relations

October 28, 1988

<b>Participants:</b>	<b>Clair Brown</b>	<b>Economics, University of California at Berkeley</b>
	<b>Richard Buxbaum</b>	<b>Law, University of California at Berkeley</b>
	<b>Peter Cappelli</b>	<b>Business Administration, University of California at Berkeley</b>
	<b>William Dickens</b>	<b>Economics, University of California at Berkeley</b>
	<b>Wedigo DeVivanco</b>	<b>Deputy Director, U.S. Office of German Academic Exchange Service (DAAD)</b>
	<b>Barry Eichengreen</b>	<b>Economics, University of California at Berkeley</b>
	<b>Bernard Elbaum</b>	<b>Economics, Santa Cruz</b>
	<b>David Feller</b>	<b>Law, University of California at Berkeley</b>
	<b>Robert Flanagan</b>	<b>School of Business, Stanford University</b>
	<b>Ernie Haas</b>	<b>Political Science, University of California at Berkeley</b>
	<b>Erik Holm</b>	<b>Visiting Scholar from Denmark, Institute of International Studies, University of California at Berkeley</b>
	<b>Sanford Jacoby</b>	<b>Graduate School of Management, UCLA</b>
	<b>Daniel Mitchell</b>	<b>Graduate School of Management, UCLA</b>
	<b>Marty Morgenstern</b>	<b>Chair, Labor Center, Institute of Industrial Relations, University of California at Berkeley</b>
	<b>Wilhelm Noelling</b>	<b>President, Landeszentralbank, Hamburg (FRG)</b>
	<b>Melvin Reder</b>	<b>Economics, University of Chicago</b>
	<b>Michael Reich</b>	<b>Economics, University of California at Berkeley</b>
	<b>Philippe Schmitter</b>	<b>Political Science, Stanford University</b>
	<b>George Strauss</b>	<b>Business Administration, University of California at Berkeley</b>
	<b>Wolfgang Streeck</b>	<b>Sociology, University of Wisconsin</b>
	<b>Stephen Sugarman</b>	<b>Law, University of California at Berkeley</b>
	<b>Lloyd Ulman</b>	<b>Economics, University of California at Berkeley</b>
	<b>Jan Vetter</b>	<b>Law, University of California at Berkeley</b>

**Coordinators:** Robin Silver, CWES  
Maria T. Bertero, IIR

**Reporter:** Lee Badgett, IIR

The topics for the Research Agenda discussed were:

1. Unemployment (the extent of the problem; political implications; differing structures in the U.S. and Europe of employment and unemployment; labor market policies; hiring incentives to reduce European unemployment; the relationship of unemployment to economic equality (wage spread in Europe and the U.S.);
2. Macroeconomic policies (national policy in a turbulent international environment; trade-off between structural and cyclical unemployment: are current high unemployment rates due to deficient demand?);

3. **Relationship between global economy and European national economies (changing global division of labor and its effect on unemployment in Europe with the loss of smokestack industries); effects of the external market: to which extent will the completion of the internal market in 1992 make Europe independent of these shifts; aspects of deregulation which could undermine the internal market's existing institutions;**
4. **Trade unions (is a restructuring in store of the trade union movement in response to lowered national barriers within the internal market? A comparison between U.S. and European collective bargaining structures and of the different social roles of the unions; the issue of sheltered public sector unions);**
5. **Welfare state effects on individual incentives (redefinition of jobs and work);**
6. **Eastern Europe (will the current liberalization in the Eastern bloc have some similar economic effects as the completion of the internal market in Western Europe? Difficulty of comparisons);**
7. **Research process (using the EEC as coordinator and initiator for research).**

**CONFERENCE ON EMPLOYMENT ISSUES  
FOR THE NEW ADMINISTRATION**

Joint Conference sponsored by the Institutes of Industrial Relations  
the University of California at Los Angeles and at Berkeley

Co-sponsored by the Upjohn Institute

February 24-25, 1989

Topics: European Employment Policies: Lessons for U.S. Policy Discussions  
The Changing Workforce: Policy Implications  
Accounting for Human Resources  
Worker Participation and the Role of Public Policy  
Workforce Adjustment and Support  
Policy Toward Labor Relations

Participants: Jan Abbott Ross Consulting Group, Fremont  
Sara Behman St. Mary's College, Moraga  
Ralph Bergman California State University, Fresno  
Joseph Blasi Cal Polytech University  
Clair Brown University of California at Berkeley  
Peter Cappelli University of California at Berkeley  
Wayne Cascio University of Colorado  
Bruce Fallick University of California at Los Angeles  
Eric Flamholtz University of California at Los Angeles  
Joseph Garbarino University of California at Berkeley  
Bernard Gifford Apple Computers  
William Gould Stanford University, Stanford  
Peter Guidry University of California at Berkeley  
Yeshekel Hasenfeld University of California at Los Angeles  
Sanford Jacoby University of California at Los Angeles  
Morris Kleiner University of Minnesota  
Thomas Kochan Massachusetts Institute of Technology, Cambridge  
Doug Kruse Rutgers University  
Anne Lawrence San Jose State University, San Jose  
Barbara Lawrence University of California at Los Angeles  
Jonathan Leonard University of California at Berkeley  
Gerry Leshin University of California at Los Angeles  
David Levine University of California at Berkeley  
David Lewin University of California at Los Angeles  
Chris Martin University of California at Berkeley  
Chris Meek Brigham Young University  
Daniel Mitchell University of California at Los Angeles  
Marty Morgenstern University of California at Berkeley  
Janet Neelin University of California at Los Angeles  
Thomas Nicolopolous California State Mediation Service (retired)  
Valerie Oppenheimer University of California at Los Angeles  
Charles O'Reilly University of California at Berkeley  
Richard Peterson University of Washington

Bruce Poyer	University of California at Berkeley
Michael Reich	University of California at Berkeley
Nanette Sand	University of California at Berkeley
Ronald Schettkat	Technische Universitaet, Berlin, FRG
Betty Schneider	University of California at Berkeley
Roz Schwartz	University of California at Los Angeles
Clara Stern	University of California at Berkeley
David Stern	University of California at Berkeley
Robert Stern	University of California at Berkeley
George Strauss	University of California at Berkeley
Laura Tyson	University of California at Berkeley
Lloyd Ulman	University of California at Berkeley
Michael Wallerstein	University of California at Los Angeles
Jane Wildhorn	University of California at Los Angeles
Harold Wilensky	University of California at Berkeley
Sheldon Zedeck	University of California at Berkeley

Coordinators: Vivian Richmond, UCLA  
Barbara Porter, IIR

**CONFERENCE ON INTERNATIONAL LESSONS  
FOR U.S. EMPLOYMENT POLICY**

Joint Conference sponsored by **the Center for Western European Studies,  
the Institute of Industrial Relations and  
the Secretary of Labor's Commission on Workforce Quality  
and Labor Market Efficiency**

**May 12-13, 1989**

**Topics: Training and Education for Employment  
Labor Market Policies to Facilitate Employment  
Employment Relations Policies  
Labor Issues Associated with the Economic Reunification of Europe - 1992**

The Conference focused on three sets of issues: training, education, and the quality of the workforce; policies to facilitate the effective functioning of labor markets, and the management of employees and labor relations. Participants responded to a series of policy questions based on

their knowledge of developments in other countries. The purpose of the Conference was to help develop a community of scholars interested in employment issues in an international context. Dissemination of research findings and ideas are expected to prove fruitful for future projects.

<b>Participants:</b>	<b>Jan Abbott</b>	<b>Ross Consulting Group, Fremont</b>
	<b>Paul Adler</b>	<b>Stanford University, Stanford</b>
	<b>Masahiko Aoki</b>	<b>Stanford University, Stanford</b>
	<b>Cristina Banks</b>	<b>University of California at Berkeley</b>
	<b>Laurie Bassi</b>	<b>U.S. Department of Labor, Washington</b>
	<b>Kurt Bayer</b>	<b>Australian Institute of Business Research</b>
	<b>Janice Bellace</b>	<b>University of Pennsylvania, Philadelphia</b>
	<b>Clair Brown</b>	<b>University of California at Berkeley</b>
	<b>Richard Buxbaum</b>	<b>University of California at Berkeley</b>
	<b>Glenn Carroll</b>	<b>University of California at Berkeley</b>
	<b>Amy Chasanov</b>	<b>U.S. Department of Labor, Washington</b>
	<b>David Crawford</b>	<b>U.S. Department of Labor, Washington</b>
	<b>Steve Diamond</b>	<b>University of London, London, United Kingdom</b>
	<b>Ronald Dore</b>	<b>Harvard University, Cambridge</b>
	<b>Nancy Duhon</b>	<b>U.S. Department of Labor, Washington</b>
	<b>David Feller</b>	<b>University of California at Berkeley</b>
	<b>Robert Flanagan</b>	<b>Stanford University, Stanford</b>
	<b>Geoffrey Garrett</b>	<b>Stanford University, Stanford</b>
	<b>Michael Gerlach</b>	<b>University of California at Berkeley</b>
	<b>Teresa Ghilarducci</b>	<b>Notre Dame University, Notre Dame</b>
	<b>Margaret Gordon</b>	<b>University of California at Berkeley</b>
	<b>Richard Gordon</b>	<b>University of California at Santa Cruz</b>
	<b>Morley Gunderson</b>	<b>University of Toronto, Toronto, Canada</b>
	<b>Bent Hansen</b>	<b>University of California at Berkeley</b>
	<b>Sue Helper</b>	<b>Boston University, Boston</b>
	<b>Everett Kassalow</b>	<b>University of the District of Columbia</b>
	<b>Clark Kerr</b>	<b>University of California at Berkeley</b>

Sarosh Kuruvilla	University of Iowa, Iowa City
John Letiche	University of California at Berkeley
David Levine	University of California at Berkeley
James Lincoln	University of California at Berkeley
Richard Locke	Massachusetts Institute of Technology, Cambridge
Ken Mayhew	Pembroke College, Oxford, and N.E.D.O.
Daniel Mitchell	University of California at Los Angeles
Marty Morgenstern	University of California at Berkeley
David Mowery	University of California at Berkeley
Paul Osterman	Massachusetts Institute of Technology
Herbert Perloff	University of California at Berkeley
Herbert Perry	California State University, Berkeley
Michael Piore	Massachusetts Institute of Technology, Cambridge
Michael Reich	University of California at Berkeley
Sam Rosenberg	Roosevelt University, Chicago
Melvin Rothbaum	University of Illinois, Champaign
Nanette Sand	University of California at Berkeley
Peter Schwanse	O.E.C.D., Paris, France
Eugene Smolensky	University of California at Berkeley
David Stern	University of California at Berkeley
Robert Stern	Cornell University, Ithaca, NY
George Strauss	University of California at Berkeley
Koji Tiara	University of Illinois, Champaign
Lloyd Ulman	University of California at Berkeley
James Van Arden	U.S. Department of Labor, Washington
Harold Wilensky	University of California at Berkeley
Janet Yellen	University of California at Berkeley
Sheldon Zedeck	University of California at Berkeley

Coordinators: Peter Cappelli, IIR and Business Administration  
Barbara Porter, IIR

Chair: Lloyd Ulman, IIR



## FACULTY RESEARCH AND PUBLICATIONS

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### **GEORGE AKERLOF** (Professor, Economics)

In collaboration with Janet Yellen of the Business School, Akerlof continued his research on turnover, job mobility, and welfare in the business cycle, and completed a joint research project. This research resulted in the publication of a paper entitled, "Job Switching and Job Satisfaction in the U.S. Labor Market", which focused on the construction of a model of labor turnover designed to explain why quits in the U.S. economy are so highly procyclic. Their research, together with Andrew Rose, tries to explain important empirical regularities; it demonstrates that theories based on the assumption that unemployment is involuntary can easily explain procyclic quits, whereas models with clearing labor markets generate predictions concerning quits that are inconsistent with observed empirical regularities. They show that in models with job rationing, the autonomous departure of any one individual from his or her job generates a sequence of opportunities for other individuals who covet jobs for which they are qualified but unable to obtain until they happen to be vacated by their occupants.

In order to assess the validity of this model, data from the National Longitudinal Survey (NLS) are used to study causes of quits and the consequences of quits for wages and job satisfaction. They are computing a monetary measure of the job-specific nonpecuniary rewards received by individuals in the NLS and establish that these rewards are large and vary substantially both across individuals and over time. Econometric tests confirm that pecuniary and nonpecuniary rewards are of equal importance in affecting the level of worker satisfaction and workers' propensities to quit. However, because nonpecuniary rewards are so variable, most job-related quits are motivated by them. The analysis establishes that a significant proportion of quitters suffer wage cuts but achieve gains in overall satisfaction, consistent with the theoretical model.

A second paper, entitled "The Fair Wage-Effort Hypothesis and Unemployment," introduces the fair wage-effort hypothesis and explores its implications. This hypothesis is motivated by equity theory in social psychology and social exchange theory in sociology. According to the fair wage-effort hypothesis, workers proportionately withdraw effort as their actual wage falls short of their fair wage. Such behavior causes unemployment, and is also consistent with observed cross-section wage differentials and unemployment patterns.

### **CRISTINA BANKS** (Director, Undergraduate Programs; Lecturer, Business Administration)

Banks continues her research on performance appraisal, personnel assessment, and organizational leadership. With completion of a new model of performance appraisal in organizations with colleagues Jan Cleveland, Kevin Murphy, and Janet Barnes-Farrell, Banks is continuing research on performance appraisal accuracy within organizational constraints. She is in the process of developing peer- and self-assessment techniques for clarifying elements of effective job performance which may improve employee performance on the job. When employee and supervisor share the same view of these elements of effective performance in detailed, behavioral terms, performance appraisal accuracy is likely to be increased.

Through her work over the last three years with the Library of Congress, Banks has examined alternative testing methods which are more suitable for less educated and less literate applicants. With her research assistants Karen May and Kathy Mosier, she developed video-presented job knowledge tests to be used for selection and promotion of police officers for The

Library of Congress. These tests capture and test rich job-specific information without requiring reading and writing skills beyond the eighth grade reading level. In her consulting work with Pacific Bell, Banks has examined strategies for employee redeployment and placement in alternative work fields. This has required re-examination of traditional recruiting, testing, and selection methods in order to maximize the utilization of an organization's current workforce for different business needs. Banks made several presentations in the U.S. on leadership, most of them focusing on the enhancement of women's leadership skills.

#### **JOAN R. BLOOM**

(Professor, School of Public Health)

During the past few years, Bloom has been involved in a collaborative endeavor to investigate the causes of turnover among registered nurses working in hospitals. This research is distinguished from the approximately 1,500 studies of turnover by conceptualizing turnover at the organizational rather than individual level of analysis. The dependent measure is the hospitals' turnover rate (data is for 500 hospitals). Working with Jeffrey Alexander (now at the University of Michigan), she has been investigating the possibility that the social organization of work affects hospital nurses' turnover. Richard Scheffler, School of Public Health, has also been involved in this project investigating the effects of pay and benefits on turnover. While Charles A. O'Reilly (University of California at Berkeley) and Jeffrey Pfeffer (Stanford University) have investigated the effects of social demography on turnover, her data came from the Nursing Personnel Survey carried out by the American Hospital Association, which data has been enriched by the addition of data from the Area Resource File and the AHA's annual survey of hospitals. From these analyses a great deal has been learned about the turnover phenomenon in the hospital setting. Bloom has extended investigations to evaluate the effect of turnover on hospital costs. This opportunity comes from some new data made available to her by Alexander. In addition to costs data, she has added variables from the Area Resource File and from the Health Care Financing Administration (e.g., case mix, a measure of severity of the patient's presenting problems or diagnoses) a variable needed to be taken into account to determine the impact of turnover on hospital costs.

#### **Publications**

"Organization Turnover Among Registered Nurses: An Exploratory Model," with Jeffrey A. Alexander and Sylvia Flatt, *Health Services Management Research*, vol. 1 no. 3, November 1988, pp. 156-167.

"The Effects of Social Support on Longterm Survivors," with P. Fobair, R. Hoppe, et al., JAI, *Advances in Medical Sociology* (forthcoming).

"Physical Performance at Work and at Leisure: Validation of a Measure of Biological Energy in a Sample of Cancer Survivors," with R. Gorsky and P. Fobair, *Journal of Psychosocial Oncology* (forthcoming).

"The Relationship of Social Support and Health, a Research Note," *Social Science and Medicine* (forthcoming).

"The Effects of Treatment on the Work Experiences of Long-term Survivors of Hodgkin's Disease," with R. Hoppe, P. Fobair, et al., *Journal of Psychosocial Oncology*, vol. 6 no. 3/4, 1988, pp. 65-81.

#### **DAVID BRODY**

(Professor, History, University of California at Davis)

Brody spent the academic year 1988-89 at Wayne State University, where he did research in the Reuther Archives for a projected book on the development of shopfloor contractual relations in mass-production industry during the 1930's.

#### **Publications**

"Walther Reuther," *Dictionary of American Biography*, Supplement 8. Scribners, pp. 525-28.

"Work and Time During Early American Industrialism," *Labor History*, Winter 1989, pp. 5-46.

"Class Conflict and Cultural Consensus: The Making of a Mass Consumer Society in Flint, Michigan," review, *Business History Review*, Autumn 1988, pp. 533-34.

### **CLAIR BROWN**

(Assoc. Professor, Economics and Associate Director, IIR)

Brown continued her research into the topics of Living Standards of the Working Class and Salaried Class; Labor-Management Cooperation, and Training at the Workplace during the past fiscal year, and conducted field work at Motorola (with David Stern and Lee Badgett), at Pacific Bell (with Stern and Michael Reich, and Elizabeth Bishop), at NUMMI (with Reich and Stern), and at Kaiser Permanente (with Ramon Castellblanch) as part of a research project, entitled, "Innovations in Employment Systems and Training," funded jointly by the Institute, the Bureau of Labor Management Cooperation, the U.S. Department of Labor, and by the Center for Research in Vocational Education (U.S. Department of Education). The research project is studying the interrelationship between innovations in employment systems (employee involvement and teams), training, and work redesign (including technological change) to improve company performance and working conditions.

This is an ongoing project, with this year and the next devoted to intensive field work at the site level to collect data through interviews, observation, and employee surveys. One conference on Cooperative Relations in the Public Schools was sponsored jointly with IIR's Labor Center and the Public Employee Relations Board (PERB) as a first step toward studying school districts in the coming year.

#### **Publications**

"When Does Union-Management Cooperation Work? A Look at NUMMI and GM-Van Nuys," with Michael Reich, in Daniel Mitchell (ed.) *"Can California Be Competitive and Caring?"* UCLA, 1989.

"Worker Participation, Industrial Relations, and Power," paper presented at Second Annual Labor Market Segmentation Conference, University of Notre Dame, April 1989.

"UAW/NUMMI: The Fremont, California, Experiment," with George Nano, *Labor Center Reporter*, no. 254, January 1989.

"An Experiment in Labor-Management Cooperation between SEIU Local 250 and Kaiser-

Permanente," with Ramon Castellblanch, *Labor Center Reporter*, no. 262, March 1989.

### **MICHAEL BURAWOY**

(Assoc. Professor, Sociology)

Burawoy is involved with two ongoing projects: The first is a "Comparative Study of Work Organization in Capitalist and Socialist Countries." Here, he is studying the significance of supply-side constraints (socialist economies) and demand-side constraints (capitalist economies) for the organization of work. In particular, he questions the possibilities of "flexible specialization" in U.S. corporations and suggests workplace autonomy is more important for the functioning of socialist economies. He has done research on Hungarian steel enterprises and is presently preparing similar research at the Dofasco and Stelco steel mills at Hamilton, Canada.

The second is a "Comparative Study of Class Structure in the U.S., USSR and China." On this project, Burawoy is working with Martin Sanchez-Jankowski, Michael Hout and Erik Wright on a survey, to be administered in one Russian city and in the Bay Area. He was involved in designing questions about worker control both in its actual form as well as in attitudes toward it in the two countries.

This coming year, Burawoy plans to examine the economic reforms in China and look into how these are working in practice, with particular attention to resistance from workers on the one side and from managers on the other. In particular, it appears that the new incentive structures, the various contracting and leasing systems, the establishment of Boards of Trustees and the new bankruptcy laws have not fundamentally altered the hierarchical character of the state socialist economy so that managers are still partaking in a bargaining relationship with the state as to the distribution of resources and the definition of "efficiency." He intends to verify that workers are effectively resisting both the dissolution of the "iron rice bowl" and the use of bonuses to promote "reward according to labor."

#### **Publications**

"Peindre le Socialisme," *Actes de la Recherche en Sciences Sociales*, November 1988.

"Should We Give Up on Socialism?" *Socialist Review*, March 1989.

"Marxism Without Micro-Foundations," *Socialist Review*, March 1989.

"Reflections on the Class Consciousness of Hungarian Steel Workers," *Politics and Society*, March 1989.

"What is Socialist about Socialist Production: Autonomy and Control in a Hungarian Steel Mill," with Janos Lukacs, in Stephen Wood (ed.), *The Transformation of Work* (1989).

"The Future of Socialism in Eastern Europe," *Orszaggyueles Tudositas* (forthcoming).

"Two Methods in Search of Science: Skocpol versus Trotsky," *Theory and Society* (forthcoming).

#### **PETER CAPPELLI**

(Assoc. Professor, Business Administration)

Cappelli is putting the finishing touches on a study of labor relations in the railroad industry for the U.S. Department of Labor. Recently, he also finished a study of managerial unemployment, and is completing yet another study on wage differentials. He also began work on a study of changes in employee job attitudes following job redesigns.

During the coming year, together with David Levine, Cappelli intends to undertake a study of data collected by a major compensation consulting company, Hay Associates. These data include job evaluations of a large sample of production jobs over time; since those evaluations provide consistent assessments of skill levels, they make it possible to examine whether skill levels are increasing -- and if so, analyze where and by how much -- and then to explain what accounts for the variance in change over time and across regions.

#### **Publications**

"Spanning the Union/Non-Union Boundary at Cummins Engine," with Peter D. Sherer, *Industrial Relations*, vol. 28 no. 2, Spring 1989, pp. 206-227.

"The Effect of a Two-Tier Wage Plan on Employee Attitudes," with Peter D.

Sherer, *Industrial and Labor Relations Review* (forthcoming).

"Collective Bargaining," in John Fossum (ed.), *Employee Relations Handbook*, Washington, D.C.: BNA (forthcoming).

"The Union Role in Workforce Quality and Labor Market Efficiency," *Workforce Quality and Labor Market Efficiency: Research Papers*, Washington, D.C.: GPO (forthcoming).

#### **GLENN R. CARROLL**

(Assoc. Professor, Business Administration)

Carroll is engaged in pursuing three on-going projects. During 1988-89, he continued research on two long-standing interests: job mobility and organizations. He also developed a new project on cultural transmission in work settings. The first project, work on job mobility, involves the analysis of retrospective life history data from representative national samples. Most of the published research Carroll has been involved with uses data from the Federal Republic of Germany (FRG). Karl Ulrich Mayer and Carroll showed that social class, organization size, and industry location all affected rates of job shifts in complementary ways. Previous theory and research had argued for the pre-eminence of one or the other social structure in shaping mobility. Mayer and Carroll investigated for the first time the relationship between job changes and class changes. In continuing work, both seek data from other countries to make comparative assessments. Carroll is also currently preparing an invited article on "careers in organizations" for a leading German sociology journal. Besides evaluating current work on the topic, he will attempt to identify and develop promising directions for future research.

The second project, research on organizations, examines the ways environments shape organizational structures and the evolution of organizational populations. The empirical work on these topics has included studies of Hungarian agricultural cooperatives, the 19th century Knights of Labor, the early American telephone industry, the German and American brewing industries, and a variety of newspaper industries around the world.

The proposed new third project on cultural transmission in work settings attempts to interject rigor into the study of organizational culture. With J.

Richard Harrison, Carroll has developed a computer simulation model of the processes by which culture is transmitted in formal organizations. Together they examine a number of major organizational forms and investigate their sensitivity to demographic fluctuations. In a paper to be presented in August, 1989, at the American Sociological Association meetings, they will show that a number of widely-held simple ideas about organizational culture are misleading.

#### Publications

"Density Dependence in the Evolution of Populations of Newspaper Organizations," with M.T. Hannan, *American Sociological Review* (August 1989).

"Density Delay in the Evolution of Organizational Populations: A Model and Five Empirical Tests," with M.T. Hannan, *Administrative Science Quarterly* (September 1989).

"The Organizational Ecology of Chester Barnard," in O. Williamson, *Organization Theory: From Chester Barnard to the Present and Beyond*, New York: Oxford.

"The Organizational Ecology of Strategic Groups," with A. Swaminathan, in C.R. Hinings and R. Greenwood, *Perspectives on Strategic Management*. London: Basil Blackwell (forthcoming in 1990).

"Organizational and Electoral Paradoxes of the Knights of Labor," with Y. Paul Huo, in G.R. Carroll (ed.), *Ecological Models of Organizations*, Cambridge MA: Ballinger, 1988. pp. 175-193.

"How Institutional Constraints Shaped and Changed Competition in the Early American Telephone Industry: An Ecological Analysis," with William P. Barnett, OBIR Working Paper, Center for Research in Management, University of California at Berkeley, 1989.

"Density Dependent Organizational Evolution in the American Brewing Industry," with Anand Swaminathan, OBIR Working Paper, Center for Research in Management, University of California at Berkeley, 1989.

"Documentation for Public-Use Data Set on American Breweries," with Anand Swaminathan, OBIR Working Paper, Center for Research in Management, University of California at Berkeley, 1989.

#### **DAVID COLLIER**

(Assoc. Professor, Political Science)

Collier has recently finished a book (coauthored with Ruth Collier) entitled, *Shaping the Political Arena: Critical Junctures, the Labor Movement, and the State in Latin America*, which will be published by Princeton University Press. It analyzes the evolution of national politics in eight Latin American countries over much of the 20th century and argues that choices regarding the incorporation of organized labor into the political system constitute pivotal turning points ("critical junctures") in the overall political development of these countries. Reviewers for Princeton University Press asserted that Collier's book will become a landmark in the field of comparative politics and political development. Among its distinctive contributions are the systematic development and empirical use of the concept of critical junctures; the explanation of broad patterns of cleavage in twentieth century Latin America; and a comprehensive use of the major secondary literature available on the countries covered in the study.

#### Publications

"*Shaping the Political Arena: Critical Junctures, Trade Unions, and the State in Latin America*," with Ruth Collier. Accepted Fall 1988 by Princeton University Press.

#### **WILLIAM T. DICKENS**

(Assoc. Professor, Economics)

Dickens continues his work on two current projects. The first is in the area of international differences and similarities in inter-industry wage patterns. Data on 32 industries for nearly 50 countries have been gathered. The aim of his work is to identify countries which fit the international inter-industry wage pattern and those which do not, and to shed light on the reason for inter-industry wage differences. The next step is to analyze these data and look at the relation between the factor loadings and other country

characteristics. The second project follows up on work he did several years ago on productivity and the business cycle. Since that time, the issue of whether productivity changes cause business cycles, or whether they are caused by them, has become a major issue in macro economics. Advocates of real business cycle theory argue that changes in productivity growth rates produce recessions, as workers decide to work less than planned due to the lower return on their effort. He intends to examine industry level data on output and employment for evidence on whether output demand leads productivity, or whether, conversely, productivity leads output demand.

Dickens completed editorial revisions on several old studies, including a paper on the implications of hours constraints for the estimation of labor supply equations, a paper on employee crime and employer monitoring of workers, a paper on the effects of error components on estimation of techniques using grouped data, a paper on testing dual market theory, and a paper on inter-industry wage differences and theories of wage determination. Together with Kevin Lang, he completed work on a paper on labor market segmentation and women's labor markets which was presented at the IRRA meetings in December, 1988. He also began a project on the health effects of unemployment, and continued one on international differences in interindustry wage patterns and their implications for trade and development policy.

### Publications

"Labor Market Segmentation and the Union Wage Premium," with Kevin Lang, *Review of Economics and Statistics*, vol. 70 issue 3, August 1988, p. 527.

"Employee Crime and the Monitoring Puzzle," with Lawrence Katz, Kevin Lang, and Lawrence Summers, *Journal of Labor Economics*, vol. 7 issue 3, July 1989.

"The Changing Structure of Women's Labor Markets," with Kevin Lang, Industrial Relations Research Association Series, Proceedings of the Forty-First Annual Meeting, December 28-30, 1988.

"Neoclassical and Sociological Perspectives on Segmented Labor Markets," with Kevin Lang in Paula England and George Parkas (eds.), *Industries, Firms and Jobs: Sociological and Economic Approaches*,

Plenum Press: New York, 1988.

"An Analysis of Unemployment in Sri Lanka," with Kevin Lang, World Bank, February 1989.

**BARRY EICHENGREEN**  
(Professor, Economics)

The topics Eichengreen researched were unions, wages, and unemployment in historical perspective; U.S. international competitiveness, and domestic employment. During this past year, Eichengreen completed the current stage of his project on unemployment and wages in historical perspective. This stage of the project had two components. The first attempted to shed light on the rise of modern wage-setting conventions. He examined, in a series of papers, the rise of the modern trade union in the United States and its implications for the determination of wages. The second component of the project continued his investigation into the historical origins of the 20th century unemployment problem. Two articles, entitled "Unemployment in Interwar Britain" and "Interwar Unemployment in International Perspective" emphasized the heterogeneity of interwar unemployment and advanced the concept of a bifurcated labor market as a way of reconciling the pervasiveness of long-term unemployment with extremely rapid flows through the pool of the unemployed.

During the coming year, Eichengreen plans to examine the impact of international economic policies on industry employment and aggregate unemployment in the United States. International economic policies include monetary and fiscal policies at home and abroad which alter the real and nominal exchange rate, as well as trade policies (changes in tariff and non-tariff barriers), and policies affecting savings and investment (switching to a consumption tax, restoring accelerated depreciation) likely to affect the international position of U.S. industry. The goal for this project will be to determine the extent to which these aggregate policies have been responsible for observed shifts in industry employment and aggregate unemployment in the 1980's.

The vehicle for this research will be a simulation model of the U.S. economy which Eichengreen developed together with Larry Goulder. This is a ten-sector model of the U.S. economy along with a symmetrical model of the rest of the world.

The distinguishing features of the model are (i) its treatment of intertemporal dynamics (flows of investment are cumulated into stocks of capital, etc.), (ii) inclusion of a complete foreign sector (including international capital flows as well as international trade), and (iii) modeling the behavior of households and firms in a forward-looking fashion. Eichengreen will use the model to identify the impact of Reagan-era budget deficits, Volker-era monetary policies, and recent changes in trade policy at home and abroad on both sectoral and aggregate unemployment.

### Publications

"Unemployment in Interwar Britain," *Recent Findings in Economic and Social Research*, Spring 1989.

"Interwar Unemployment in International Perspective," *Journal of European Economic History*, 17, Spring 1989.

"Savings Promotion, Investment Promotion and International Competitiveness," with Lawrence Goulder in Bob Feenstra (ed.), *Trade and Exchange Rate Policies for International Competitiveness*, Chicago: University of Chicago Press (forthcoming).

"Unemployment and Underemployment in the 19th and 20th Centuries," in Barry Eichengreen (ed.), *Unemployment and Underemployment in Historical Perspective*, Leuven: International Economic History Association (forthcoming).

"Unemployment and Underemployment in Historical Perspective," (Edited collection), Leuven: International Economic History Association (forthcoming).

"Savings Promotion, Investment Promotion and International Competitiveness," in Robert Feenstra (ed.), *Trade Policies for International Competitiveness*, University of Chicago Press, 1989.

"The U.S. Basic Industries in the 1980s: Can Fiscal Policies Explain their Changing International Competitive Position?" with Lawrence Goulder in Stanley Black (ed.), *U.S. International Competitiveness*, JAI Press, 1989.

"The Impact of Unions in the 1890's: The Case of the New Hampshire Shoe Industry" (Institute of Industrial Relations Working Paper No. 17).

### **EDWIN M. EPSTEIN**

(Professor, Business Administration)

During the current academic year, Epstein conducted a comparative study of the Social Role of Business Organizations within Selected Market-Oriented Societies. This overall project has three specific, but closely related, components: (i) An examination of prevailing standards of corporate social performance within the target societies (this facet explores the perceptions and expectations of diverse stakeholders); (ii) an analysis of the applicability of the corporate social policy process concept to large, foreign-based business organizations in their national settings, and (iii) an assessment of the state of management education in corporate social policy/business ethics in selected countries. It is his premise that although foreign scholars (especially Western European) have examined management education in corporate social policy/business ethics in the United States, there has been little systematic "reciprocal" examination by Americans of what is taking place in Western Europe, and virtually none with regard to Asia.

Epstein's seven-week stay in Western Europe (in October and November of 1988) was particularly timely. During the 1980's, as a concomitant of "privatization," an increasing reliance on non-state institutions for the performance of major economic tasks has emerged in several Western European countries (most notably in France and in Great Britain). The European Economic Community is moving, albeit cautiously, toward the development of an "internal market" by the end of 1992. Since large business firms are, *per force*, important actors in this process, questions regarding corporate social role have become increasingly important to European policymakers and scholars. Given these recent European developments in corporate social policy/business ethics, it was timely for Epstein to study first-hand (in the Fall of 1988) what, indeed, was occurring with regard to the three questions above, and thereby to distinguish truly essential from merely ephemeral changes in the areas of intellectual concern to him.

### **JEROME KARABEL**

(Assoc. Professor, Sociology)

Karabel is continuing his interest in vocationalism in American higher education and his project on the place and politics of the intelligentsia (and, more broadly, the new middle class) in the class and political structures of advanced industrial societies (under capitalism and socialism). The project is based on detailed historical case studies of the circumstances which facilitate, or thwart, alliances between intellectuals and workers in both capitalist and socialist societies. His research is interdisciplinary in character and will include the participation of Gail Lapidus of Political Science and Martin Jay of History, to illuminate the sources of both opposition and accommodation to the *status quo* among members of the intelligentsia in both the East and the West. Research conducted thus far has primarily focused on the new West German middle class. It conclusively demonstrates that the basis of the Green Party and of the so-called "new social movements" is to be found among the younger, better-educated strata in professional and technical occupations, especially in the public sector. These occupational groups are also among those who have experienced the greatest intensity of labor union organization in the past two decades. Accordingly, these white-collar workers are the targets of vigorous overtures from the Social Democratic Party, which accurately views them as playing a vital role in the future development of socialist politics in West Germany.

In the past year, he also started preliminary research on other historical case studies. In particular, he has begun to examine the literature regarding the crucial case of the Weimar Republic (perhaps the pre-eminent example of a situation in which the spectrum of political commitments among intellectuals spanned every movement from revolutionary communism on the left to Nazism on the right), in which substantial segments of the intelligentsia made common cause with mass movements of both the left and the right.

In preparing for a NEH proposal, he also began a preliminary investigation into the politics of the intelligentsia in Eastern Europe. The key examples here are the Solidarity movement in Poland (where workers and intellectuals joined together in 1980-81 in a powerful alliance against the Party), and, in Czechoslovakia, the 1968 Prague Spring. His research here suggests that the latter was primarily a movement of intellec-

tuals within the Party who were rather isolated from, and sometimes in conflict with, the Czechoslovakian working class. In the case studies of Eastern Europe, Karabel's ultimate objective will be the same as for those focused on the West: to identify the forces leading the intelligentsia to form alliances with subordinate rather than dominant groups.

### **Publications**

*"The Diverted Dream: Community Colleges and the Promise of Educational Opportunity in America, 1900-1985,"* with Steven Brint, Oxford University Press (September 1989).

"American Education, Meritocratic Ideology, and the Legitimation of Inequality: the Community College and the Problem of American Exceptionalism," with Steven Brint. *Higher Education*, vol. 18, no. 6 (forthcoming).

"The Community College and Democratic Ideals," paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA, March 31, 1989.

### **CLARK KERR**

(Professor Emeritus, Business Administration, Economics and Director Emeritus, IIR)

Kerr continues to represent the University and the Institute as their good-will Ambassador at high-level international conferences, such as the Stirling Conference in Scotland in April of this year. During the year, he completed a study of academic boards of trustees under the auspices of the Association of Governing Boards of Universities and Colleges, which is expected to be published in the Fall of 1989.

### **Publications**

"The Guardians: Boards of Trustees of American Colleges and Universities," with Marian L. Gade, study for the Association of Governing Boards of Universities and Colleges (Washington, DC), Fall 1989.

"The Internationalization of Learning and the Nationalization of the Purposes of Higher Education: Two "Laws of Motion" in Con-

flict?" Paper presented at the Stirling Conference on the Internationalization of Higher Education honoring William Allaway upon his retirement as Director of the Educational Abroad Program, Stirling, Scotland, April 15, 1989.

**JONATHAN S. LEONARD**

(Assoc. Professor, Business Administration)

Leonard continued work on a set of research projects into the causes and consequences of the instability of jobs. Because roughly one in nine U.S. jobs disappear annually and only one in eight is newly created, considerable unemployment results; the source of this instability, however, is not well understood as yet. He focuses his research in four areas: (i) Compensation Systems and Firm Performance: This study addresses issues such as whether pay equity contributes to corporate success; whether executive and managerial pay are used as incentive devices and therefore closely aligned with corporate performance; and whether managers' pay is any less rigid than that of workers. (ii) His second study, Climbing Corporate Ladders, examines the determinants of executive and managerial pay and promotions. It identifies the characteristics and career paths of those who have successfully climbed corporate ladders. The relative importance of human capital, job and firm mobility, sorting, and hierarchies in accounting for success are also examined. One expected outcome will be insights into the importance of market and institutional forces and the degree to which corporate hierarchies may be viewed as internal labor markets. (iii) Unemployment and the Instability of Jobs, will survey local employers to attempt to determine the sources of job gains and losses and their impact on workers. It is his view that apparently a great deal of unemployment has little to do with the business cycle or with the characteristics of workers -- but rather, that it can be accounted for the instability of jobs themselves. This study is expected to confirm his contention. (iv) The fourth project Leonard is investigating, Technological Change and Unemployment, will focus on the hot debates which raged over the impact of technological change on unemployment. At the plant level, he argues, new technology is either easily adapted or else, may be embodied in new capital and new processes. If adoption is so costly, he expects more plant turnover, resulting in higher unemployment. He will use plant level data and compare these across countries and

industries. Furthermore, Leonard is engaged in a research program on the wage determination within particular institutional settings. During the past year, he completed a paper analyzing pay and employment patterns in the California electronics industry that demonstrated the fluid nature of wage setting in this young industry with numerous companies employing a small number of employees. He also finished a first analysis of the nature of executive and managerial compensation, demonstrating high levels of managerial turnover and found that managerial pay is generally no more flexible than that of productive workers.

**Publications**

"The Changing Face of Employees and Employment Regulation," *California Management Review*, vol. 31 no. 2, Winter 1989, pp. 29-38.

"Affirmative Action and Women," *Journal of Economic Perspectives*, vol. 3 no. 1, Winter 1989, pp. 61-76.

"The Interaction of Residential Segregation and Employment Discrimination," *Journal of Urban Economics*, vol. 21 no. 3, May 1987, pp. 323-346.

"On the Size Distribution of Employment and Establishments," *Quarterly Journal of Economics* (forthcoming).

"Wage Structure and Dynamics in the Electronics Industry," *Industrial Relations*, vol. 28, no. 2, Spring 1989, pp. 251-275.

**DAVID I. LEVINE**

(Assoc. Professor, Business Administration)

During the past year, Levine continued his theoretical investigation on the organization of work and the theory of the firm. One paper concerned the economic implications of the sociologists' observations that wage dispersion can affect worker cohesiveness and productivity. A second paper concerned the feedback between firms' layoff policies and the variability of aggregate demand. Two papers consider externalities of just-cause employment policies. All of these papers stress the externalities of work organization, and show how government intervention encouraging work organizations with long-term employment relations, narrow wage dispersion, and just-cause

employment policies can be welfare-enhancing. He also studied the importance of changes in attitudes towards women's roles in explaining the increase in women's labor supply in the last 15 years.

For the coming year, Levine will study "How important are the internal and external labor markets for determining wages?" Mainstream economics, with its emphasis on supply and demand, stresses the external labor market as a primary determinant of wages. Personnel texts, with their emphasis on internal consistency, on the other hand, stress internal labor markets as a major determinant of pay. Levine compares the importance of these two forces in setting relative pay levels, determining the relative importance of (i) changes in area and industry wages, (ii) area and occupation unemployment rates, and (iii) relative pay differences within corporations. His hypothesis is that the requirements of internal equity play a large role in determining pay. Another project is to assemble survey evidence on the determinants of pay in large firms. In this connection, he is planning to survey members of the American Compensation Association, using two techniques to study what they feel to be the determinants of wages: (1) ranking the importance of industry wages, area wages, unemployment rate, inflation, and so forth in determining wages for different jobs, (2) presenting them with scenarios of industry wages, area wages, unemployment rate, inflation, and so forth, and asking them to recommend wages for different jobs.

#### Publications

- "Just Cause Employment Policies When Unemployment is a Worker Discipline Device," in *American Economic Review*, 1989.
- "Efficiency Wages in Weitzman's Share Economy," in *Industrial Relations*, vol. 28, no. 3, Fall 1989, pp. 321-334. A shorter version appeared in *Economics Letters*, vol. 23, 1987, pp. 245-249.
- "Sweden: Full Employment in a Free Market Economy," in *Labor Center Reporter*, no. 251, November 1988.
- "Participation at Work," with George Strauss, Report for the Commission on Workforce Quality and Labor Market Efficiency, U.S. Department of Labor, June 1989.

"Participation, Productivity, and the Firm's Environment," with Laura Tyson, in *Compensation Policies and Productivity*, Alan Blinder, (ed.), Brookings Institution, (forthcoming).

"Cohesiveness, Productivity, and Wage Dispersion," Working Paper no. 14, Institute of Industrial Relations, University of California at Berkeley, 1988. Under review at the *Journal of Economic Behavior and Organizations*.

#### **RAYMOND MILES**

(Dean and Professor, Business Administration)

Miles continued his research on the emergence of the "dynamic network" form of organization as a response to increasing global competition and technological change. His present work explores the impact of organizational change on managerial careers, the structure of business education, and the shape of a new industrial relations system.

#### Publications

- "Adapting to Technology and Competition: A New Industrial Relations System for the 21st Century," *California Management Review*, vol. 31 no. 2, Winter 1989.
- "Adapting to Technology and Competition: A New Industrial Relations System for the 21st Century," Monograph & Research Series 49, "Can California be Competitive and Caring?" IIR, University of California at Los Angeles.

#### **CHARLES O'REILLY**

(Assoc. Professor, Business Administration)

O'Reilly is pursuing two projects, one of which is a joint endeavor with the Psychology Department and the School of Business. Both explore employment relations topics, and both are a continuation of activities during the past year. O'Reilly contends that although topics of individual job search, selection, socialization, and early career progress have long been seen as important by industrial psychologists and human resource professionals, there has been little systematic and longitudinal research on these topics. The modal study in this vein has been cross-sectional. Further, he says, there is widespread recognition of the need to

assess both the individual and the situation if we are to adequately understand those factors associated with personal and organizational success. Without longitudinal research including extensive information about the individual (i.e., personality, background, preferences, etc.), and the organizational context (i.e., nature of the job, culture, etc.), it has not been possible to carefully investigate the dynamics of important human resource topics such as job choice, early career success and adjustment to work. In order to conduct such research, extensive data on the individuals have to be collected, and the individuals tracked from the time they enter the work force over an extended period of time, observing changes in their attitudes and preferences. Although conceptually obvious, research of this kind is difficult to undertake, both because of the intensive and expensive efforts needed to collect data and because of the time required to track individuals during their early careers (e.g., from entry until five years later).

During 1985-86 and 1986-87, a joint research project between the Psychology Department and the School of Business involved extensive personality and management assessments of 131 first-year MBA students. These assessments included more than eight hours of personality tests and more than two and a half days of actual assessment activities; the data collected were then followed-up during the past year by a survey focusing on early job experiences and adjustments. He expects to match the follow-up data with the original data later this Summer, and to begin analysis and write-up during the coming year.

Also begun last year was a study of the determinants of executive compensation. A common finding in the past had been that conventional economic determinants such as firm performance or size do not appear to be strong predictors of executive compensation. In an attempt to account for this anomaly, a tournament theory was proposed to account for the large gap observed between CEO remuneration and the remuneration of other senior executives. No support for the tournament theory was found; however, some evidence was presented for the effect of social comparisons on CEO compensation; that is, using a sample of roughly 100 large corporation, it became evident that CEO salaries appear to be directly related to the salary level of members of the compensation committee that sets the CEO's compensation. O'Reilly will continue to collect additional data from corporate proxy statements

and SEC Form 10-K (the form on which corporations report yearly financial details to the SEC).

### Publications

"CEO Compensation as Tournament and Social Comparison: A Tale of Two Theories," *Administrative Science Quarterly*, no. 33, 1988, pp. 257-274.

"Group Demography, Social Integration, and Turnover," with D. Caldwell and W. Barnett, paper presented at the Forty-sixth Annual Meeting of the Academy of Management, Chicago, IL, 1986; also, *Administrative Science Quarterly*, 1989, no. 34, pp. 21-37.

"Readings in the Management of Organizations: An Integrated Perspective," in M. Tushman and D. Nadler (eds.), Cambridge, MA: Ballinger Publishing, 1989.

"Corporations, Culture and Commitment: Motivation and Social Control in Organizations," in M. Tushman and D. Nadler (eds.) in *Readings in the Management of Organizations: An Integrated Perspective*, Cambridge, MA: Ballinger Publishing, 1989; also, *California Management Review*, 1989.

"Beyond Simple Demographic Effects: The Importance of Relational Demography of Superior-Subordinate Dyads," *Academy of Management Journal*, vol. 32, 1989, pp. 402-423.

"CEOs and Golden Parachutes: Economic Rationality or Social Influence," with J. Wade and I. Chandratat, July 1989.

### **TROND PETERSEN**

(Assist. Professor, Business Administration)

The various topics which are the focus of Petersen's research are the relationship between promotion rates in various divisions in the company and quit rates in the same divisions. He addresses the relationship between the pay-off of education and seniority within the company, asking the interesting question: "Does the pay-off to education decline with the number of years with the company?" His methods used are linear regression analysis, logit and probit analysis, and multivariate hazard rate models. His first

research project investigates reward and motivation structures in formal organizations. It has two foci. The first is to contrast the use of bureaucratic career incentives (i.e., when future promotions and rewards depend on current performance) with direct incentives (i.e., piece-rates, production bonuses, etc.) He investigates the determinants of the organizational choices between these two types of reward structures. The second focus is on the effects of direct incentive structures on the level and distribution of wages. He uses in this project data on several thousand establishments and hundreds of thousands of employees in eleven industries in the United States, collected by the Bureau of Labor Statistics.

In a second project, he studies career patterns of white-collar employees in a large, bureaucratically-organized insurance company, using the company's personnel records, which cover about 40,000 careers over two decades (the company employs in the vicinity of 16,000 individuals at any given point in time). Information is available about the timing (year, month, and day) of individual movements within the organization, and on demographic, human capital and organizational characteristics.

Another project is on methods for quantitative research. It does not have a single core but consists, instead, of two separate components: The first and most important one being research on methods for analysis of longitudinal data (or, more specifically, event history data); the second component is research into the question as to how existing methods can be applied more effectively. Specifically, he has done some research on logit models and on the specification of earnings functions in stratification research.

The fourth and newest project is on distributive justice and ethics. He contends that, somewhat loosely, one may say that ethics, or moral philosophy, deals with the perception of which individual actions are right, and which are not. Of much current concern to sociologists is how society can create institutions that permit individuals to pick the morally right actions. Examples of such institutions are the educational system and the moral fostering occurring in the professions as well as in the family. Equally loosely, he feels, one may say that distributive justice, instead of considering the rightness of individual actions, considers the rightness of social institutions and social arrangements themselves. An example could be the rightness of the way

military personnel are recruited in the U.S. and in other countries (voluntary recruitment vs. draft or draft based on lottery). Toward this end, he is currently engaged in survey research on organizational arrangements in Norway.

### Publications

"Job-Quits From an Internal Labor Market," with Seymour Spilerman, in Karl-Ulrich Mayer and Nancy B. Tuma (eds.), *Applications of Event-History Analysis in Life Course Research*, Madison, WI: University of Wisconsin Press, Fall 1989.

"Analysis of Event Histories," in Alexander von Eye (ed.), *New Statistical Analysis Methods of Longitudinal Research*, Orlando, FL: Academic Press, 1989 (forthcoming).

"Studying Change Over Time in a Continuous Dependent Variable: Specification and Estimation of Continuous State Space Hazard Models," in Clifford Clogg (ed.), *Sociological Methodology*, San Francisco: Jossey-Bass, vol. 18, 1988, pp. 137-164.

"The Structure of Departures from an Internal Labor Market," with Seymour Spilerman, to appear in *Acta Sociologica* (forthcoming).

"Job-Quits Among Middle Level Clerical Employees in an Internal Labor Market," accepted for publication in *Employment and Society*.

"Time Aggregation Bias in Continuous Time Hazard Rate Models," accepted for publication in Special Issue (edited by Trond Petersen) of *Sociological Methods and Research*, vol. 24, 1989.

"Analysis of Event Histories," guest edited a Special Issue of *Sociological Methods and Research*. The issue contains two papers that focus on career dynamics; the volume is scheduled to appear in 1989-90.

### **MICHAEL REICH**

(Assoc. Professor, Economics)

Reich continued his ongoing research on the relation between the structure of inter-industry earn-

ings inequality and the historical transformations of the U.S. labor market. His previous research had suggested that particularly significant changes in labor-market structure occurred in the 1890's, 1930's, and 1970's. The new results support this view. As part of this project, Reich is preparing a book manuscript, tentatively entitled, *"The Political Economy of Capitalism: a Transformational Approach."*

He is also involved in a study of Innovative Labor-Management Practices in California Organizations (union-management relations and training in California organizations). This project, which is being conducted jointly with Clair Brown, David Stern and Lloyd Ulman and funded by the Department of Labor, is concerned with determinants and consequences of union-management cooperation. The bulk of Reich's research on this project in 1988-89 consisted of extensive field work on two companies and two unions: the NUMMI automobile plant and the United Automobile Workers, and Pacific Bell and the Communications Workers of America.

Reich's research also related to an ongoing project on "Innovations in Employment Relations and Training," being conducted jointly, with Clair Brown, David Stern and Lloyd Ulman. They are particularly interested in the conditions under which adversarial union-management relations can become transformed into cooperative relations, and the effects of such changes on productivity, worker satisfaction, and the further role of the union. Particular hypotheses addressed ask about the importance of employment security, union structure, technological change, training, and direct worker participation in innovative labor-management relations. The methodology involves primarily intensive interview- and observation-based case studies at a number of economic sectors in California, including automobile assembly, telecommunications, health maintenance organizations, and public school districts. Already, they have gained access to and begun studying many of these sites. In at least one case, they intend to survey a random sample of employees as well.

#### Publications

"Income Inequality: an Inter-Industry Analysis," with C. Davidson, *Industrial Relations*, vol 27 no. 3, Fall 1988.

"When Does Union-Management Cooperation Work? A Look at NUMMI and GM-Van Nuys," with C. Brown, in D. Mitchell (ed.), *Can California be Competitive and Caring?* UCLA Press, 1989.

"Capitalist Development, Class Relations and Labor History," in A. Kessler-Harris and C. Moody (eds.), *The Future of Labor History*, University of Illinois Press, 1989.

"Inter-Industry Earnings Inequality, 1929-47," working paper, November 1988.

"Causes of the Late Nineteenth Century Slowdown," revised working paper, November 1988.

"Innovative Labor-Management Practices in California Organizations," with C. Brown. Research proposal to the U.S. Department of Labor, 1989.

"Educational Requirements of Learning-Intensive Production," with D. Stern and C. Brown. Research proposal to National Center for Vocational Education, 1988.

#### **KARLENE H. ROBERTS**

(Professor, Business Administration)

Roberts' research continues to examine the design and management characteristics of hazardous organizations that are "highly reliable", that is, those that could have made catastrophic errors or could have had catastrophic accidents but which have long histories of nearly error-free performance. An interdisciplinary team of University of California researchers has completed its work aboard Navy aircraft carriers; it focuses attention on the FAA's air traffic control system, PG&E's operation of the western states' electrical distribution grid, and the Diablo Canyon nuclear power plant. Roberts did similar work at one of the Air Force's phased array early warning systems.

Roberts' ongoing multi-disciplinary project focuses on decision-making, interdependence, culture, and adaptation to technological change in hazardous organizations. "Hazardous organizations" are those in which errors, accidents, or sabotage can lead to catastrophic consequences for members of the organization as well as for a larger public.

Within that set of organizations, her project focuses on "high reliability" organizations, or those hazardous organizations that have long histories of virtually error-free performance. The organizations were selected by asking the question, "how often could this organization have failed with disastrous consequences, but did not?" The three organizations participating in the research are the U.S. Navy (USS "Enterprise" and USS "Carl Vinson", with their respective crews of 6,000 men), the FAA's Air Traffic Control System (thus far, the Regional Traffic Control Center at Fremont, BAY TRA CON at the Oakland and San Francisco International Airports towers), and PG&E (Diablo Canyon and the western states electrical distribution grid). Roberts is the research project director, together with Todd La Porte (Political Science, University of California at Berkeley). Other U.C. campus faculty team members are Gene Rochlin (Energy and Resources Group) and Geoffrey Gosling (Institute for Transportation Studies).

#### **Publications**

"New Challenges in Organizational Rresearch: High Reliability Organizations," *Industrial Crisis Quarterly*, vol. 3, 1989, pp. 1-15.

"The Significance of Perrow's Normal Accidents: Living with High Risk Technologies," *Academy of Management Review*, vol. 14, pp. 285-288.

"Challenges to Theory Posed by High Reliability Organizations," National Meetings of the Academy of Management, Anaheim, CA, August 1988.

"Issues of Control in High Reliability Organizations," invited speaker, Advisory Board, University of California Professional Accounting Program, November 1988.

"New Challenges to Organizational Communication research: High reliability organizations," symposium at the Annenberg School of Communication, University of Southern California, Los Angeles, CA, April 1989.

#### **JAMES ROBINSON**

(Assist. Professor, School of Public Health)

Policy issues in occupational safety and health as well as medical care economics are the main focal

points of Robinson's work. During 1988-89, he analyzed 1984 worker survey data and examined the influence of exposure to hazardous conditions on worker preferences for union representation and the 1977-87 National Labor Relations Board (NLRB) data on the influence of hazards on the incidence and outcome of union organizing efforts. He has also studied the influence of business cycle fluctuations on cyclical trends in industrial injury rates and the factors influencing racial differences in exposure to occupational hazards.

Further work in the coming year is complementary to that in the past year; it will build on a data base of four-digit manufacturing industries over the 1958-78 period developed by other researchers, extend it to 1986, and use it to analyze the influence of hazardous working conditions and OSHA inspections on the rate of change in productivity. The 1958-78 data have been obtained by Wayne Gray at Clark University. In collaboration with Geoffrey Rothwell at Stanford University, Robinson plans to (i) extend the data set to 1986; (ii) apply a translog production function model instead of the limiting growth accounting model, and (iii) include the rate of occupational injuries as a key predictor variable, thereby eliminating the spurious association between inspection frequency and productivity change that resulted from the targeting of OSHA inspections at industries with high injury rates and the influence of injury rates themselves (not inspections) on productivity change. Another area of research is the economics of medical care and health insurance, focusing in particular on regulatory and market-oriented strategies to control hospital costs and on the redesign of health insurance plans.

#### **Publications**

"Competition, Regulation, and Hospital Costs, 1982-86," with H. Luft, *Journal of the American Medical Association*, vol. 260 no. 18, November 1988, pp. 2676-81.

"Hospital Quality Competition and the Economics of Imperfect Information," *The Milbank Quarterly*, vol. 66 no. 3, 1988, pp. 465-481.

"Exposure to Work-Related Hazards Among Hispanics, Blacks, and Non-Hispanic Whites in California," *American Journal of Public Health*, vol. 79 no. 5, May 1989, pp. 629-30.

"Business Cycle Influences on Work-Related Disability in Construction and Manufacturing," with G. Shor, *The Milbank Quarterly*, 1988 (forthcoming).

**BARRY M. STAW**

(Professor, Business Administration)

Over the past few years, Staw has conducted research on the role of affective dispositions on job attitudes, and has helped to rekindle the person-situation debate in organizational research. He conducted a series of studies on work initiative. The objective of the research is to isolate conditions in the workplace under which people will go above, beyond, and around their job descriptions in trying to improve performance on their own. Staw also wrote essays on the role of personality in organizations and on creativity in group and organizational settings. Additional activities included the development of an empirical research project on escalation of commitment among U.S. commercial banks, and another on optimism in work settings.

His proposed research projects are expected to refine the debate by going beyond the argument that affective dispositions are important to some specification of their impact vis-a-vis job characteristics. His first project this coming year will be to examine the following most interesting inter-related questions: "Do people with more positive or negative affect hold positive or negative job attitudes, regardless of shifts into better jobs?" "Does movement into objectively better jobs influence perceptions of those jobs in the same way for those with high or low affect?" "Does job improvement contribute to job satisfaction equally for those with high, mid-range or low affect? (In other words, "Do the rich get richer, or are changes most influential when the individual is not fixed in a affective position?)" "Do high-affect individuals exaggerate positive aspects of their jobs while low-affect people depreciate theirs?" "Do people with high and low affect gravitate to jobs that will confirm these psychological states (a consistency hypothesis) or to positions that will simply compensate for any sources of dissatisfaction?") The aim of this research is to contribute to the modernization of job satisfaction theory. Instead of simply aggregating aspects of the work situation and positing that they cumulate into job satisfaction, job attitudes are posited to be more a function of personal affect. Thus, variables such as affective disposition, optimistic-pessimistic style

and mood will each be treated as important contributors to job attitudes. His second project, related to the above research, is the writing of a major essay on the role of optimism-pessimism in organizations. During the coming year, Staw expects to complete this essay on a multi-level theory of optimism, noting both its functions and dysfunction at the individual and collective levels of analysis.

**Publications**

"Research in Organizational Behavior," with L.L. Cummings (ed.), Greenwich, CN: JAI Press, 1988 and 1989, vols. 10 and 11.

"Commitment to Losing Courses of Action," with J. Ross, *Science* (forthcoming).

"An Evolutionary Approach to Creativity and Innovation," in M. West and J. Farr (eds.), *Innovation and Creativity at Work*, John Wiley & Sons, Ltd. (forthcoming).

"People as Sculptors vs. Sculpture: The Roles of Personality and Personal Control in Organizations," in M. Arthur, T. Hall and B. Lawrence (eds.), *The Handbook of Career Theory*, Cambridge University Press, 1990.

"Escalation and the Long Island Lighting Company: The Case of the Shoreham Nuclear Power Plant," with Jerry Ross, Summer 1989.

**DAVID STERN**

(Assoc. Professor, School of Education)

Stern's research during the past year has centered on the relationship between education and work. One line of inquiry is the project described below, in which he is trying to understand better how certain "learning-intensive" firms promote continual learning by their employees. A second research project is examining school-based work experience programs to discover how schools can help students learn from their outside jobs. A third activity has been his participation in a continuing evaluation of certain high school "academy" programs in California, wherein the entire academic curriculum is organized around a vocational theme. Fourth, he has finished analyzing two major national longitudinal data sets on young people, to estimate how much of the labor

market payoff from a high school diploma can be directly attributed to finishing high school, *per se*, rather than to pre-existing differences between high school graduates and dropouts.

Proposed new research is a project on "Innovative Employment Relations and Training," on which Stern collaborates with Clair Brown and Michael Reich. It has been supported by the U.S. Department of Education through the National Center for Research in Vocational Education here at the University of California at Berkeley, and, starting in June, it is also being supported by a grant from the Bureau of Labor-Management Relations in the U.S. Department of Labor. The project consists of a set of comparative case studies designed to give further insight into conditions under which cooperative labor-management relations are most likely to succeed. Stern's particular responsibility within the project is to analyze the role of formal and informal training in supporting organizational change. He and his colleagues are collecting data from interviews with individual managers and union officials, interviews with small groups of rank and file employees, and self-administered questionnaires given to larger samples of employees, as well as from company records, union records, and published sources.

#### Publications

"Labor Market Experience of Teenagers With and Without High School Diplomas," with I. Paik, J.S. Catterall and Y. Nakata, *Economics of Education Review*, Vol. 8 No. 3, Summer 1989 (forthcoming).

"Combining Academic and Vocational Course in an Integrated Program to Reduce High School Dropout Rates: Second-Year Results from Replications of the California Peninsula Academies," with C. Dayton, I. Paik, A. Weisberg, and J. Evans, *Educational Evaluation and Policy Analysis*, Summer 1988, vol. 10 no. 2, pp. 161-170.

"Adolescence and Work: Influences of Social Structure, Labor Markets, and Culture," with D. Eichorn (eds.), Hillsdale, NJ: Erlbaum, 1989.

"Comparing the Labor Market Experience of Hispanic, White, and Black Teenagers With and Without High School Diplomas," with I. Paik, paper presented

to the annual meeting of the American Educational Research Association, San Francisco, March 1989.

#### **GEORGE STRAUSS**

(Professor, Business Administration)

Strauss continued his studies of various forms of workers' participation in management throughout the world. He completed two papers (one with David Levine) for the Commission on Workforce Quality and Labor Market Efficiency, U. S. Department of Labor, and the other (with Tove Hammer) for the International Labor Organization. The first has heavy policy emphasis; the second focuses on the relationship between participation and collective bargaining. In addition, Strauss has been invited to write a chapter on worker participation for a handbook of industrial psychology, to be edited by Geoffrey Stephenson (Canterbury) and Jean Harley (London) and to be published by Basil Blackwell. By contrast with the other two papers, this one will be primarily conceptual.

A second project involves a re-examination of the state of research on union democracy and union member attitudes and behavior. On the basis of competitive proposals, a team, consisting of Strauss as senior editor, Dan Gallagher (James Madison) and Jack Fioritto (Iowa State) has been selected to edit the Industrial Relations Research Association's 1991 "research volume." The volume has the tentative title, "The State of Unions." It will be concerned with the nature of the union as an organization in modern society and will have a cross-national emphasis. Aside from editorial work, Strauss' personal contribution will be to co-author two chapters. The first, "Membership attitudes and behaviors" (with Gallagher) will be concerned with membership commitment and participation. The second, "Union democracy" (with Edward Davis of Macquarie, Australia) will suggest alternative definitions and measurements of union democracy and will examine the economic, cultural, ideological, and structural factors which either inhibit or encourage democracy. Both chapters will review the literature, propose generalizations, and suggest areas for future research.

#### Publications

"Workers' Participation and U.S. Collective Bargaining," in Cornelis Lammers and

Gyorgy Szell (eds.), *International Handbook of Participation of Organizations*, Oxford: Oxford University Press, 1989, pp. 227-247.

"Industrial Relations as an Academic Field: What's Wrong With It?" in Jack Barbash and Kate Barbash (eds.), *Theories and Concepts in Comparative Industrial Relations*, Columbia, S.C.: University of South Carolina Press, 1989, pp. 241-260.

"The Transformation of Academic Industrial Relations: Toward the Study of Human Resources Policy," Working Paper OBIR no. 29, School of Business Administration, University of California at Berkeley. To be published in volume edited by James Dworkin and James Chelius, Rutgers University Press.

**RICHARD SUTCH**  
(Professor, Economics)

Sutch collaborated with Susan Carter (Smith College and Visiting Scholar in the Department of Economics, 1988-89) on a project to re-evaluate the data on unemployment in the United States in the late 19th and early 20th centuries. The project was supported by the National Science Foundation Fellowship. Sutch and Carter propose to re-examine the Massachusetts data (Alexander Keyssar in *Out of Work: The First Century of Unemployment in Massachusetts*, Cambridge, 1986) using "modern" techniques to estimate transition probabilities, unemployment duration, labor force attachment, and turnover, from the cross-sectional data available in great detail in the Massachusetts documents. Sutch has access to the manuscript census data from the federal census of 1900, which will be used to assess the generality of these data. He has also located a number of other studies of unemployment in the state labor bureau reports from Pennsylvania and New Jersey. Another project on pensions in the early twentieth century was begun.

#### Publications

"The Decline of Retirement and the Rise of Internal Labor Markets," with Roger Ransom, in Ed Lasaer (ed.), *Issues in Contemporary Retirement*, Stanford University Press, 1988.

"Capitalists without Capital: The Burden of Slavery and the Impact of Emancipation," with Roger Ransom, *Agricultural History*, Summer, 1988.

**LLOYD ULMAN**  
(Professor, Economics)

Ulman spent the major portion of 1988 on a paper on "Concerted Behavior." He also commenced some exploratory work on the causes of strikes, which has been prompted by the assumption of asymmetric information currently in vogue among game theorists. Further, he began work on the implication of economic unification of Europe on unionism and collective bargaining on that continent.

Ulman will be engaged in two projects this year: The first project, "Labor Responses to Economic Unification in Europe", is concerned with problems pertaining to the mobility of labor in major countries in the region, and will be generally focused on the future, with a view to identifying problems which are likely to be encountered during the processes of economic unification in the European Economic Community (EEC) in 1992, and, conversely, with the potential impact of greater unification on currently prevalent labor market institutions and public policies. Eichen-green is codirector of this project, which has been in a formative stage since the end of last semester and which will involve scholars in various disciplines from our own campus and, in addition, from the campuses of UCLA, Stanford, Madison, Oxford (England), and elsewhere. This project is being formed under the joint auspices of the IIR and the Center for Western European Studies (recently formed, under the guidance of Richard Buxbaum of the Law School) who is also affiliated with IIR). This is expected to be a multi-year enterprise, although the first collection of essays arising out of the recent conference is tentatively scheduled for completion the year after next. Ulman's part of the research will be concerned with prospective changes in the structure of unions and employer institutions and the levels at which industrial relations are conducted. It will be a comparative study, utilizing prior and current experience in the United States in both the last quarter of the nineteenth century and in our own time. In addition to continuing his work in connection with the overall project, he will also work on this specific component during his coming

sabbatical leave, portions of which will be spent in Europe (and lecturing in Spain).

The second project, "Innovations in Employment Relations and Training" (with Clair Brown, Michael Reich, and David Stern) deals mainly with relevant problems pertaining to union and bargaining structures. Here, roles played by wider structural relationships in determining (inhibiting or, possibly, enhancing) the scope for IR innovation within the plant, will be identified and assessed in concrete terms. The question is, "where and how do more centralized company-wide and industry-wide structures impinge on specific innovations in employment relations within plants in the automotive and telecommunications industries?"

### Publications

Review of "Taking Japan Seriously," by R. Dore, and "Unheard Voices," by R. Marshall, *Journal of Economic Literature*, vol. XXVI, September 1988.

"Labor Market Analysis and Concerted Behavior," IIR Working Paper no. 15, delivered at AEA-IRRA Joint Meeting, New York, January 1989.  
To be published in *Industrial Relations*, vol. 29, no. 2, Spring 1990.

Foreword to *The State and the Labor Market*, S.G. Rosenberg (ed.) (in press).

"Labor Responses to Economic Unification in Europe," with B. Eichengreen. Project proposal to be submitted on behalf of the Comparative Labor Research Unit at IIR and the Center for Western European Studies at IIS, to a number of foreign funding sources. The project will result in an initial collection of studies by individual scholars at Berkeley and other campuses.

### **KIM VOSS**

(Assist. Professor, Sociology)

Kim Voss continued work on her book, *Knights of Labor*, which attempts to illuminate the circumstances that promoted unity and fragmentation in the American labor movement in the late 19th century. In addition, she collected information on all labor injunctions issued by state courts

before World War I. This information will be used to assess how state intervention in labor struggles affected strike success, unionization, and political action.

Two projects will be the focus of Voss' attention the coming year. The first is to investigate the effects of 19th century court injunctions on strike success, union longevity, and the political mobilization of workers. The second project is a reworking of the second chapter of her book on the Knights of Labor. Voss plans to rewrite the chapter to focus more on the traditional trade union conception of craft and class, and on the manner in which this was challenged by industrial changes.

### Publications

"Labor Organization and Class Alliance: Industries, Communities, and the Knights of Labor," in *Theory and Society*, May 1988, vol. 17, pp. 329-364.

"Disposition is not Action: The Rise and Demise of the Knights of Labor," Institute of Industrial Relations, Working Paper no. 16. An earlier version was presented at the annual meetings of the American Sociological Association, Atlanta, August 1988. University of California at Berkeley, January 1989.

"The Knights of Labor Through a Social Movement's Lens," paper presented at the annual meetings of the Social Science History Association in Chicago, November 1988.

Review of: "Gender at Work: The Dynamics of Job Segregation by Sex During World War II," by Ruth Milkman, *Socialist Review* (forthcoming).

"Rosie Revisited; a Review of Ruth Milkman's 'Gender at Work'," *Socialist Review*, Vol. 19, No. 3, July-September 1989, pp. 143-150.

### **HAROLD L. WILENSKY**

(Professor, Political Science)

Wilensky continues his project on the political economy of taxing and spending in nineteen rich democracies. His recent work analyzes the impact of social spending and public policy on real

welfare, with a focus on the alleged tradeoffs between social security, job protection, and participatory democracy on the one hand, and economic performance on the other. Among the questions at the center of this research is, "How do national variations in the structure and interplay of labor, management, and government affect social spending, tax structures, and public policy?"

During the year, Wilensky completed an analysis of "The Great American Job Creation Machine in Comparative Perspective." He argues that current discussion of job creation in the USA over-emphasizes American demand policies and (the presumably greater) barriers to labor mobility in Europe.

Comparing 18 countries in three periods (1968-74, 1975-79, and 1980-87), he shows that job creation (average annual increases in civilian employment) is mainly a product of demographic changes (the age structure of the population and especially net migration rates) and changes in social structure (the rate of family breakup as it relates to poverty and the history of female labor force history) -- all of which are clues to an increased supply of young and/or cheap labor.

The best job creators for practically the entire period are Canada, Australia, the USA, and Norway; five others stand out as consistently below the median -- France, West Germany, the Netherlands, Austria, and the UK. Job creation is unrelated to unemployment rates, inflation, and real GDP growth; it has a life of its own. Of the five poor job creators, two (West Germany and Austria) had sustained periods of good economic performance. With the exception of the Netherlands, these five also have older populations and small increases in female labor force participation. In contrast, three of the four top job creators -- USA, Australia, and Canada -- combine very high divorce rates, very high migration rates, and young populations, and they also lack a family policy to prevent the feminization of poverty.

#### Publications

"Reflections on the Job Creation Machine, Active Labor-Market Policy, and Economic Performance," paper presented at University of California at Berkeley and UCLA Industrial Relations Institutes Conference on Employment Issues (sessions on "Lessons from Europe"), Berkeley, February 1989.

#### **SHELDON ZEDECK**

(Professor, Psychology and Director, IIR)

Zedeck continued his research in the subjects of the relationship between affective responses to work, and the relationship of such responses to family dynamics. Data from over 1,000 union members and their spouses are being examined to determine the relationship between satisfaction at work and family issues such as marital satisfaction, child care, family involvement and other such variables. In addition, in the area of personnel psychology, he is working on a model, to be used to select candidates for positions, taking into account psychometric considerations (i.e., choosing the highest scorers on a test) while, at the same time, allowing for flexibility in the manner in which particular individuals are chosen (in order to achieve affirmative action goals). Finally, a book (co-authored with Geoffrey Keppel) on data analysis was published by W.F. Freeman which incorporates analysis of variance and multiple regression/correlation for use in laboratory and field research.

Two projects are being started during the new fiscal year. Zedeck commenced work on the first, the development of a survey of union attitudes that could be used periodically in a longitudinal project. It is anticipated that unions would be solicited to participate in this project and administer the survey to its members; a set of questions would address union issues in general, and a second set would be specific to the participating issues. The general set of questions would be used to monitor trends across unions and over time. The second project deals with the meaning of work. Here, too, Zedeck began developing a questionnaire that would assess the "meaningfulness" of work and non-work activities. In particular, he is interested in testing hypotheses that examine the relationship between work and family activities.

#### Publications

"Affective Response to Work and Quality of Family Life: Employee and Spouse Perspectives," with C. Maslach, K. Mosier, and L. Skitka. *Journal of Social Behavior and Personality*, vol. 3, 1988, pp. 135-157.

"Data Analysis for Research Designs: Analysis of Variance and Multiple Regression/Correlation Approaches," with G. Keppel, New York: W.H. Freeman, 1989.



## VISITORS

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*Visiting Scholars during the 1988-1989 academic year were:*

David Brauer, Ph.D. (Economics) of Oakland, California,  
September 1988 - June 1989

Bor-Shiuan Cheng, Ph.D. and Associate Professor and Chairman of the Department of Psychology, Fuhsingkong University, Taipei, Taiwan  
November 1987 - October 1988

Svenn-Age Dahl, Researcher, Centre for Applied Research, Norwegian School of Economics and Business Administration,  
August 1988 - June 1989

Knut Gerlach, Ph.D. (Habilitation) of the Universities of Goettingen and Hannover, FRG,  
August 1988 - October 1988

Dr. Wilhelm Noelling, University of California at Berkeley alumnus and Regent's Lecturer, President, Landeszentralbank Hamburg, Member, Central Bank Policy Council of the Bundesbank, Hamburg, FRG,  
October 1988

James Peoples, Department of Economics, Rutgers University, Newark  
September 1988 - August 1989

Ron Rothbart, Ph.D. (History)  
Berkeley, California  
May 1988 - May 1989

Dr. Ronald Schettkat, Senior Researcher, Wissenschaftszentrum, Technical University Berlin, FRG  
November 1988 - August 1989

Robert Stern, Visiting Professor, New York State School of Industrial and Labor Relations, Ithaca, New York  
August 1988 - August 1989

Masako Tanahashi, Ph.D., Aichi Shukutoku Junior College, Nagoya, Japan  
January - September 1988

Malcolm Waters, Ph.D., Senior Lecturer and Department Head, University of Tasmania, Department of Sociology, Sandy Bay, Hobart, Tasmania, Australia  
February - December 1988

*The Institute was also pleased to host visits from:*

Paul Banfield, B.A., Sheffield Business School, Sheffield, United Kingdom

James Brown, Field Representative, Hotel Employees and Restaurant Employees Union, Local 11, Los Angeles, California

Luiz A. Cardin, Secretary-General, Union General de Trabajadores, Asturias, Spain

Ji-Sang Chang, Lecturer in Economics, Kyungpook National University, Korea

Jamie Cohen, AIDS Project Coordinator, Service Employees International Union, Washington, DC

Catalina Denman, Department of Health and Society, College of Sonora, Hermosillo, Mexico

Terje Steen Edvardsen, Norwegian Research  
Centre in Bergen,  
Norway

Ken Geiser, Ph.D., Department of Environmental  
Studies, Tufts University, Medford,  
Massachusetts

J.F.B. Goodman, Professor, Manchester School of  
Management, University of Manchester,  
United Kingdom

Erica Groshen, University of Goettingen,  
Goettingen, FRG

Carolyn Ingvarsen, Secretary, Occupational Health  
and Safety Commission, Victoria,  
Australia

Horst Kern, Professor, Sociology and President,  
Sociological Research Institute, University  
of Goettingen, Goettingen, FRG

Marc Kitchel, Graduate Student, Department of  
Economics, University of Massachusetts,  
Amherst, and Staff Economist, Center for  
Popular Economics at Amherst

Dr. Mark I. Lapitsky, Visiting IREX Scholar,  
Institute of International Labor Studies,  
Academy of Sciences, Moscow, USSR

Geno Lenhardt, Max Planck Institute for  
Education and Human Development,  
Berlin, FRG

Svetsitskiy A. Leonidovich, Dr.Sc., Professor,  
Department of Psychology, Leningrad  
State University, Leningrad, USSR

Janos Lukacs, Institute of Sociology, Hungarian  
Academy of Sciences, Budapest, Hungary

The Hon. Vincenzo Mancini, Italian Christian  
Democratic Party, heading a party of 14  
Congressmen, Italy

Donna Mergler, Ph.D., Department of Biological  
Sciences, University of Quebec, Montreal,  
Canada

Dr. Alan D. Meyer, Associate Principal  
Investigator, University of Oregon,  
College of Business Administration,  
Eugene, Oregon

Dennis Mortimer, School of Business, Nepean  
College of Advanced Education,  
Kingswood, New South Wales, Australia

Dr. Yoshi-Fumi Nakata, Center for American  
Studies, Assistant Professor of Industrial  
Relations and Associate Professor of  
Management, Doshisha University, Kyoto,  
Japan

Marcella Pompili Pagliari, 1988 Fulbright Fellow,  
University of California at Berkeley,  
Department of Sociology, and Assistant  
Professor in Sociology of Economics and  
Work, Faculty of Statistics and  
Demography, University of Rome, "La  
Sapienza", Rome, Italy

Candido Mendez Rodriguez, Union General de  
Trabajadores, Asturias, Spain

Jess Shatkin, Labor Occupational Safety and  
Health Program, UCLA

Charlotte Villemoes, "B-kommunikation"  
environmental consulting firm, Roskilde,  
Denmark

Gabriele Wiedenmayer, Graduate Student,  
Institute for Sociology, University of  
Munich, Munich, FRG

*International Labor Leaders,  
hosted September 2, 1988  
by Paul Chown  
(Chair Emeritus, Labor Center)*

Ozal Ziya Akdogu, Turkish Cypriot Housing  
Officer; President, Turkish Civil Servants  
Syndicate, Cyprus

Amira Adndrianoff, General Secretary, Israeli  
Clothing and Textile Workers Union,  
Israel

Cecilia Basa, Vice President for Education and  
Research, Philippine Technical,  
Commercial, and Clerical Employees  
Union (PICCEA), Philippines

Mahbubur Rahman Bhuiya, Organizing Secretary, Bangladesh Free Trade Union Congress; General Secretary, Geological Survey of Bangladesh Employees Association, Bangladesh

Desmond Anthony Brown, President, Barbados Union of Teachers (BUT), Barbados

Elliot Cojuanco, Commission Secretary, National Labor Relations Commission (NLRC), Technical Staff to Office of Secretary, Philippines

Mark Cox, Research Manager, Scottish Council Development and Industry, United Kingdom

Antonio Jose Gaspar Da Silva, Coordinating Secretary UGT (Democratic Labor Union Federation); Regional Director, Agriculture Sector Workers' Union (SETAA), Portugal

Theodoros Deliyannakis, Press and Public Relations Officer and Legal Advisor of the Greek General Confederation of Labor; Labor representative on several national and international committees, Greece

K.P.H. Dhoyokusmo, Chairman of the Indonesian Workers Cooperative Alliance of Yogyakarta; Vice Chairman of the All Indonesian Labor Federation of Yogyakarta, Indonesia

Oivind Trond Hansen, Information Secretary, Norwegian Confederation of Trade Unions, Norway

Mohammed Nazim Uddin Khan, Vice President, Bangladesh People's Free Labor Federation (Garment Industry); Office Secretary, National Labor Party, Bangladesh

Joseph Kwateng, National Chairman, General Agricultural Workers Union of the Trade Union Congress, Ghana

Masing Retur Luru, Acting Commissioner of Labor; Commissioner of Elections, Republic of Vanuatu

Mophethe Lehlohonolo Mophethe, Principal Secretary, Ministry of Employment, Social Welfare and Pensions, South Africa

Francis Mungroo, Secretary General, Seamen and Waterfront Workers Trade Union (SWWTU), Trinidad and Tobago

Peter Kituku Mwanja, Assistant Secretary General of the Dockworkers Union (DWU) of Kenya

Leonard Chukwudi Ogbata, National President, National Union of Shop and Distributive Employees (NUSDE), Nigeria

Paul Abuto Omango, Secretary General of Kenya, Union of Sugar Plantation Workers, Kenya

Ong Yen Her, Director, Labor Relations Department, Ministry of Labor, Singapore

Mohammed Shafie B.P. Mamal, President, National Union of Telecoms Employees (NUTE); Vice President, Malaysian Trades Union Congress (MIUC), Malaysia

Michael Siluma, Labor Reporter, *The Star*, South Africa

Rishab Deo Tripathi, President, Bharat Heavy Electricals Limited (BHEL) Workers Union, Bhopal; Secretary, Indian National Trade Union Congress (INTUC) Madhya Pradesh Chapter; Member, district level INTUC and various labor committees, India

Efraim Ziloni, Deputy Director, Trade Union Department, Histadrut, Israel

## THE STUDENTS

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Forty-five graduate students were associated with the Institute during 1988-89. As Research Assistants, they were assigned to individual faculty members affiliated with the Institute, with the exception of four who assisted in individual units

with various aspects of their research and community service programs.

The following graduate students were affiliated with the Institute during 1988-89:

NAME	DEPARTMENT	RESEARCH ASSISTANT FOR
BRIAN A'HEARN	Economics	Prof. Sutch
HOWARD ALLEN	Sociology	Prof. Karabel
RON ARCHER	Political Science	Prof. Collier
LARS ARRIOLA	Economics	Prof. Brown
LEE BADGETT	Economics	Profs. Ulman/Brown
LIBBY BISHOP	Economics	Profs. Levine/Reich
GRAY BOYCE	Business Administration	Prof. Staw
LAURA BROWN	Public Health	Prof. Robinson
ALICE BURTON	Sociology	Labor Center
HELEN CAGAMPANG	Education	Prof. Stern
BASANTA CHAUDHURI	Economics	Prof. Cappelli
PEI-SHIUN CHIN	Economics	Prof. Levine
ANNA COOK	Economics	Prof. Brown
YONGHENG DENG	Economics	Prof. Levine
EDWARD FEASEL	Economics	Prof. Robinson
GINA GARGANO	Business Administration	LOHP
MARTIN GILENS	Sociology	Prof. Levine
JENNIFER HALPERN	Business Administration	Prof. Staw
JENS HILLMER	Sociology	Prof. Voss
MAYA IBSER	Education	Prof. Stern

<b>NAME</b>	<b>DEPARTMENT</b>	<b>RESEARCH ASSISTANT FOR</b>
<b>BRUCE KIELER</b>	<b>Public Health</b>	<b>CPER</b>
<b>KENNETH KOPUT</b>	<b>Business Administration</b>	<b>Prof. Petersen</b>
<b>JULIANNE KWAN</b>	<b>Psychology</b>	<b>Prof. Zedeck</b>
<b>BRYAN LINCOLN</b>	<b>Economics</b>	<b>Prof. Dickens</b>
<b>OLIVER LINTON</b>	<b>Economics</b>	<b>Prof. Dickens</b>
<b>OSCAR LOUREIRO</b>	<b>Economics</b>	<b>Profs. Dickens/Eichengreen</b>
<b>JEFF MANZA</b>	<b>Sociology</b>	<b>Prof. Karabel</b>
<b>CHRIS MARTIN</b>	<b>Economics</b>	<b>Prof. Levine</b>
<b>KARIN MARTIN</b>	<b>Sociology</b>	<b>Prof. Burawoy</b>
<b>KAREN MAY</b>	<b>Psychology</b>	<b>Prof. Zedeck</b>
<b>JAMES MCGUIRE</b>	<b>Political Science</b>	<b>Prof. Collier</b>
<b>DEBORAH NORDON</b>	<b>Political Science</b>	<b>Prof. Collier</b>
<b>BEVERLY NUCHOLS</b>	<b>School of Business</b>	<b>Prof. Bloom</b>
<b>JOELY PEARL</b>	<b>School of Public Health</b>	<b>LOHP</b>
<b>RAFAEL RAMIREZ</b>	<b>Education</b>	<b>Prof. Stern</b>
<b>GRETCHEN REEVY</b>	<b>Psychology</b>	<b>Prof. Roberts</b>
<b>ISHAK SAPORTA</b>	<b>Business Administration</b>	<b>Prof. Levine</b>
<b>SUSAN SASSALOS</b>	<b>Business Administration</b>	<b>Prof. Leonard</b>
<b>ANDERS SCHIENDERMAN</b>	<b>Sociology</b>	<b>Prof. Voss</b>
<b>JOEL SCHRAG</b>	<b>Economics</b>	<b>Prof. Dickens</b>
<b>ANAND SWAMINATHAN</b>	<b>Business Administration</b>	<b>Prof. Carroll</b>
<b>JOHN TALBOT</b>	<b>Sociology</b>	<b>Prof. Wilensky</b>
<b>KURT THOMPSON</b>	<b>Sociology</b>	<b>Prof. Voss</b>
<b>RADU TOMESCU</b>	<b>Economics</b>	<b>Prof. Sutch</b>
<b>JOHN TORPEY</b>	<b>Sociology</b>	<b>Prof. Karabel</b>
<b>PATRICIA TWEET</b>	<b>Sociology</b>	<b>Prof. Voss</b>
<b>MARC VANAUDENRODE</b>	<b>Economics</b>	<b>Prof. Leonard</b>
<b>JIM WADE</b>	<b>Business Administration</b>	<b>Profs. O'Reilly/Petersen</b>
<b>DEBORAH YASHAR</b>	<b>Political Science</b>	<b>Prof. Collier</b>

## THE FACULTY

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<b>NAME</b>	<b>DEPARTMENT</b>	<b>PRINCIPAL FIELDS OF RESEARCH</b>
<b>GEORGE AKERLOF</b>	Economics	Research into turnover, job mobility, and welfare in the business cycle
<b>CRISTINA BANKS</b>	Business Administration	Performance appraisal, personnel assessment, and organizational leadership
<b>JOAN R. BLOOM</b>	School of Public Health	Investigation into the causes of turnover among registered nurses
<b>DAVID BRODY</b>	History	Development of shopfloor contractual relations in mass-production industry during the 1930s
<b>CLAIR BROWN</b>	Economics	Living standards of the working and salaried classes; labor-management cooperation, and training at the workplace
<b>MICHAEL BURAWOY</b>	Sociology	Comparative study of work organization in capitalist and socialist countries, and comparative study of class structure in the U.S., USSR and China
<b>PETER CAPPELLI</b>	Business Administration	Labor relations in the railroad industry and studies of managerial unemployment and wage differentials
<b>GLENN R. CARROLL</b>	Business Administration	Job mobility and organization; cultural transmission in work settings
<b>DAVID COLLIER</b>	Political Science	Book entitled, " <i>Shaping the Political Arena: Critical Junctures, the Labor Movement, and the State in Latin America</i> "
<b>WILLIAM T. DICKENS</b>	Economics	International differences and similarities in inter-industry wage patterns; productivity and the business cycle

<b>NAME</b>	<b>DEPARTMENT</b>	<b>PRINCIPAL FIELDS OF RESEARCH</b>
<b>BARRY EICHENGREEN</b>	<b>Economics</b>	<b>Unions, wages, and unemployment in historical perspective; U.S. international competitiveness, and domestic unemployment</b>
<b>EDWARD M. EPSTEIN</b>	<b>Business Administration</b>	<b>Comparative study of the social role of business organizations within selected market-oriented societies</b>
<b>DAVID E. FELLER</b>	<b>Law</b>	<b>The law of collective bargaining; collective bargaining in higher education</b>
<b>MARGARET GORDON</b>	<b>Social Welfare (Emeritus)</b>	<b>International comparisons of social welfare policies</b>
<b>JEROME KARABEL</b>	<b>Sociology</b>	<b>American higher education; the place and politics of the intelligentsia (or the new middle class) in the class and political structures of advanced industrial societies (under capitalism and socialism)</b>
<b>CLARK KERR</b>	<b>Business Administration (Emeritus)</b>	<b>Study of academic boards of trustees</b>
<b>JONATHAN S. LEONARD</b>	<b>Business Administration</b>	<b>Causes and consequences of the instability of jobs</b>
<b>DAVID I. LEVINE</b>	<b>Business Administration</b>	<b>Investigation into the organization of work and the theory of the firm</b>
<b>RAYMOND MILES</b>	<b>Business Administration</b>	<b>Emergence of the "dynamic network" form of organization as a response to increasing global competition and technological change</b>
<b>CHARLES O'REILLY</b>	<b>Business Administration</b>	<b>Employment relations topics; extensive personality and management assessment; study of the determinants of executive compensation</b>
<b>TROND PETERSEN</b>	<b>Business Administration</b>	<b>Relationship between promotion rates in various divisions of a company, and quit rates in the same; relationship between pay-off of education and seniority</b>
<b>MICHAEL REICH</b>	<b>Economics</b>	<b>Relation between the structure of inter-industry earnings inequality and the historical transformations of the U.S. labor market</b>

<b>NAME</b>	<b>DEPARTMENT</b>	<b>PRINCIPAL FIELDS OF RESEARCH</b>
<b>KARLENE H. ROBERTS</b>	<b>Business Administration</b>	<b>Design and management characteristics of hazardous organizations (air traffic control system, PG&amp;E's operation of the western states' electrical distribution grid, and the Diablo Canyon nuclear power plant)</b>
<b>JAMES ROBINSON</b>	<b>School of Public Health</b>	<b>Policy issues in occupational safety and health and medical care economics</b>
<b>BARRY M. STAW</b>	<b>Business Administration</b>	<b>Affective disposition on job attitudes; study of person-situation debate in organizational research</b>
<b>DAVID STERN</b>	<b>School of Education</b>	<b>Relationship between education and work; learning-intensive firms; school-based work experience programs</b>
<b>GEORGE STRAUSS</b>	<b>Business Administration</b>	<b>Workers' participation in management throughout the world</b>
<b>RICHARD SUTCH</b>	<b>Economics</b>	<b>Re-evaluation of data on unemployment in the United States in the late nineteenth and early twentieth centuries; pensions in the early twentieth century</b>
<b>LLOYD ULMAN</b>	<b>Economics</b>	<b>Preparation of paper, Concerted Behavior; causes of strikes; implication of European economic unification on unionism and collective bargaining</b>
<b>JAN VETTER</b>	<b>Law</b>	<b>Equal employment in higher education: law of union-management relations</b>
<b>KIM VOSS</b>	<b>Sociology</b>	<b>Work on book, <i>Knights of Labor</i>; collection of information on labor injunctions issued by state courts before World War I</b>
<b>HAROLD L. WILENSKY</b>	<b>Political Science</b>	<b>Political economy of taxing and spending in nineteen rich democracies; analysis of social spending and public policy on real welfare</b>
<b>JANET YELLEN</b>	<b>Business Administration</b>	<b>Turnover, job mobility, and welfare in the business cycle; completion of research project on "Job Switching and Job Satisfaction in the U.S. Labor Market"</b>
<b>SHELDON ZEDECK</b>	<b>Psychology</b>	<b>Relationship between affective responses to work and such responses to family dynamics</b>

## THE PROFESSIONAL STAFF

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MARTY MORGENSTERN	Chair, Center for Labor Research and Education
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JANET STROTHMAN	Assistant Librarian, IIR Library
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SHELDON ZEDECK	Director of the Institute

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LESLIE BROWN	Receptionist for Institute
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GREGORY CHIN	Student, Bibliographer, Labor Occupational Health Program
NANCY CLEMENT	Library Assistant, IIR Library
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CATHERINE DAVIS	Program Representative, Center for Labor Research and Education
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ANN DUENAS	Student, Senior Typist Clerk, Labor Occupational Health Program
LUCIA FAITHFUL	Student, Bibliographer, Labor Occupational Health Program
ANNE MARAMBA-FERRELL	Administrative Assistant, Labor Occupational Health Program
MAUREEN KAWAOKA	Secretary for Dr. Clark Kerr
AMREI KIESCHKE	Secretary, Faculty Support and Editor of <i>The Institutor</i>
MARGARET LOPER	Work Study Student, Library Assistant, IIR library
LYSA HALE	Work Study Student, Library Assistant, Labor Occupational Health Program

**NAME** **FUNCTION IN UNIT**

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**DONNA JARVIS** Work Study Student, Library Assistant, Labor Occupational Health Program

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**LUCY MARTINEZ** Administrative Assistant, Labor Occupational Health Program

**SHARON MELNYK** Assistant, Circulation Manager, *CPER Magazine*

**M<sup>A</sup>. TERESA OJEDA** Editorial Assistant, Center for Labor Research and Education

**SHIZUKO OKINO** Circulation Assistant, *CPER Magazine*

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