



The
Institute of Industrial Relations
University of California
Berkeley

IIR

**A Report on:
Research
Training
Community Activities**

1985-1986

TO JOAN LEWIS

Joan Lewis, our beloved Administrative Assistant, died in December 1985 after a long bout with cancer. Friend to everyone, coordinator of all our activities, she held the Institute together. Cheerful in the face of adversity, she gracefully bore our troubles and her own. We miss her.

This is the first Annual Report written without her help (even in her sickbed she read proof for us last year). Her spirit still watches over us.



REPORT ON

RESEARCH ● TRAINING

and

COMMUNITY ACTIVITIES

1985-1986

George Strauss, Director

Sheldon Zedeck, Acting Director, Spring Semester 1986

Clair Brown, Associate Director

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

INSTITUTE OF INDUSTRIAL RELATIONS

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1985-86

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Teamsters Local 70

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Local 1245

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Warehousemen's Union

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Manager, International
Brotherhood of Electrical
Workers Local 1245

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Safety, Teamsters
Local 2707

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Local 1-5

Wally Kimball
Communications Workers
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Fran Schreiber
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Building & Construction
Trades OSHA Project

Stan Smith
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San Francisco Building
and Construction Trades
Council

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INSTITUTE OF INDUSTRIAL RELATIONS

Executive Committee

1985-1986

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Bank of America

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Lawrence Williams
Director Employee Relations
Bay Area Rapid Transit

ABOUT THE INSTITUTE

The Institute of Industrial Relations was established by Legislative mandate in 1945. It consists of two autonomous sections, one at Berkeley, the other at Los Angeles. Operating under this Legislative mandate both sections engage in research, graduate training, and community service. This is the report of the Berkeley Section.

The twenty-five faculty members currently associated with the Berkeley Institute represent nine departments: Business Administration, Economics, Education, History, Law, Political Science, Psychology, Public Health, and Sociology. Faculty members receive support from the Institute in the form of contract administration, provision of graduate research assistants, office space, and typing. Individual faculty members engage in research of their own choosing; however, the close association of faculty from various disciplines facilitates cross-fertilization and the development of interdisciplinary teams.

During 1985-86, the Institute provided research training for 34 students, who were assigned to individual faculty and staff members as graduate research assistants. Limited office space (two or more students to an office) is provided to these students. During the year an 11 additional graduate students who were not supported by research assistantships made intensive use of the Institute's library, computer facilities, and such office space as they could find. Most of these were completing their PhD dissertations in industrial relations. While the Institute itself does not offer credit courses (this is the function of regular academic departments), its two conference rooms are heavily used for formal and informal instruction. During 1985-86, eight regular University advanced classes and seminars (five in Economics and three in Business Administration) were held on Institute premises. Informal contacts among students from various disciplines, their ready access to faculty, and the easy availability of the Institute library all help make the Institute a favorable learning environment.

Aside from faculty research and graduate student training, the Institute engages in four community service programs.

First, there is the **California Public Employee Relations Program**. CPER publishes a quarterly journal, itself called *California Public Employee Relations*, as well as periodic monographs and bulletins. Together these provide an authoritative source of information on developments in California public-sector labor relations. CPER is financed largely through subscriptions to its services and through a special legislative appropriation.

A second unit is the **Center for Labor Research and Education**, established after extensive consultation with the California labor movement. The Center provides nonadversarial training for a cross-section of unions. Fees to cover costs are charged for the vast majority of Labor Center classes. In recent years the Center also has engaged in an ambitious program of publishing books, pamphlets, and bulletins on subjects of concern to the labor movement.

The **Labor Occupational Health Program** is a unit within the Labor Center. Originally financed by the Ford Foundation, it now receives funding from the Northern California Occupational Health Center and the National Institute of Occupational Safety and Health. Additionally it receives grants for specific projects from a variety of foundations and governmental agencies.

LOHP engages in research, offers classes and training programs, and publishes a newsletter, as well as a variety of specialized bulletins. Although LOHP's work focuses primarily on the needs of workers and the labor community, it also provides service to management and the general public and offers Continuing Education courses for physicians, nurses, and industrial hygienists. In addition, it provides internships for public health, medical, and nursing students.

The **Center for Human Resources Programs** is a counterpart of the Labor Center. It offers nonadversarial workshops and seminars for members of the management community. These deal with such subjects as collective bargaining, discipline, and labor law, and typically range from one to five days in length. The Center also sponsors the student chapter of the Northern California Human Resources Council.

Each of the Institute's units sponsors conferences, workshops, and classes. In addition, the Institute as a whole organizes conferences of broad interest. During 1984-85, there were two such meetings. The first, a nationwide conference for an invited group of academicians and practitioners, was entitled "The Second Berkeley Conference on Industrial Relations." The second conference, directed to the Bay Area community, dealt with "New Trends in Labor Relations: Is Cooperation Possible?"

Four periodicals are published by the Institute. Besides *California Public Employee Relations*, these are: our refereed academic journal, *Industrial Relations*, which circulates throughout the world; the *Monitor*, on occupational health hazards, published by LOHP; and the *Labor Center Reporter*, which consists of labor-oriented articles written by staff members, graduate students, and occasionally by practitioners.

The Institute's Library collects books, journals, and government publications dealing with specialized industrial relations topics. It may be the foremost library of this sort on the West Coast. Aside from the main Institute Library, the California Public Employee Relations and Labor Occupational Health programs house specialized libraries of their own. In addition, the Labor Center maintains an extensive collection of government contracts and educational materials.

Each year the Institute hosts a variety of distinguished scholars who visit us from institutions from throughout the world. Some stay with us for a few hours, others make use of our facilities to engage in research for periods lasting up to a year.

FROM THE DIRECTOR

Last year marked the Institute's Fortieth Birthday. Clark Kerr, its first director, assumed his position in Fall 1945. Significantly, this Anniversary came at a time when American industrial relations was undergoing a period of change unparalleled since the 1930's and 1940's.

Among the changes have been the rapid decline in the percentage of workers who are unionized; plant shut downs, especially in "smokestack industries" (in California as well as in the mid-West); concession bargaining and two-tier wage systems; alterations in traditional wage relationships; and growing concern over the costs of health care and pension benefits.

On the other hand, while traditional manufacturing firms are declining, employment in high technology firms has grown, as it has in service industries generally. Hundreds of thousands of workers have been forced to move from high-paying jobs with unionized firms to lower paying jobs with nonunion firms.

Responding to a better educated workforce and a more complex technology, managements have been experimenting with new forms of organization that allow greater individual and group participation in making decisions. The lines between supervisors and employees and between managements and unions have begun to blur. In some companies joint committees of workers and management plan production while union representatives sit on company boards of directors. As a result of collective bargaining and favorable tax treatment, workers in a growing number of companies now have extensive stockholdings. Job redesign, broadbanding, quality circles, flextime, and "open systems" career ladders are among the innovations permitting workers greater freedom and self-determination. Some of these innovations have been introduced to keep unions out; others have been developed with strong union support.

Research

Many of the Institute's activities last year focused on these developments. This was true for both research and community service. A few examples of research are presented below (for more extensive description, see the "Faculty Research" section in the pages that follow).

* A number of faculty are examining the causes and consequences of union decline. Lloyd Ulman and David Brody considered these in broad international and historical contexts respectively. Jonathan Leonard and William Dickens studied the extent to which the decline in the US could be explained by changes in the industrial and occupational composition of its workforce. Dickens also researched one of the main techniques for deunionizing a company: the decertification election. And James Robinson looked at the impact of one important factor -- workplace hazards -- on workers' propensity to strike or join unions.

* In separate studies, two faculty members, Kim Voss and Glenn Carroll, both sociologists, have been examining the growth and decline of a major union -- the Knights of Labor -- a hundred years ago.

* Another group of faculty devoted its attention to newer industrial relations practices which are now challenging the older union vs. management adversary pattern. George Strauss looked at new forms of union-management cooperation and worker participation. Joseph Garbarino explored the development of "non-union industrial relations" in broad context. Charles O'Reilly's research concerned itself with the growth of "human resources practices" -- including participative management -- in predominantly nonunion Silicon Valley companies. Such firms often utilize unconventional pay schemes, as Leonard has been discovering. As part of his wider studies of the relationship between organization strategy and structure Raymond Miles has been looking at the emergence of new organizational forms, both domestic and international. Karlene Roberts has devoted her attention to a special type of organization (of which a nuclear power plant is a good example) which must operate in a completely error-free fashion; otherwise there may be complete disaster. Much of her research has been aboard nuclear-powered aircraft carriers. Office automation represents still another new technology. Its impacts have been studied by Michael Wiseman.

* Despite our country's seeming prosperity the unemployment remains at an unacceptably high seven-percent rate. For economic theory this is a cruel paradox, since theory argues that the market should eliminate all but "frictional" unemployment. To explain this paradox labor economists have developed a number of interesting new theories which several Institute projects have been testing. Dickens and Lawrence Katz have been marshaling evidence to test "efficiency wage theories". Dickens and Katz in one study and Michael Reich in another have been studying "labor market segmentation" hypotheses.

* Persisting income inequalities have stimulated other research. In separate studies Clair Brown and Reich have looked at the causes and changes in income differentials between blacks and whites. In separate studies again, Harold Wilensky, Margaret Gordon, and Michael Wiseman examined welfare policies.

* Paid work, home work, education, and leisure are among the alternative ways of spending one's day. David Stern, Brody, and Brown have each considered differing aspects of how people allocate their time to one set of activities rather than another.

* For a number of years Michael Burawoy has been studying organizational structure and worker behavior in a variety of technologies. Much of his recent research has been based on his experience actually working in various Hungarian plants, experience from which he derives a number of conceptual insights. One recent study sought to determine the conditions under which socialist firms might be as efficient as their capitalist counterparts.

* Performance appraisal has become an increasingly critical personnel technique, especially since its use has been frequently questioned in equal employment litigation. Sheldon Zedeck and Cristina Banks have been doing research on this subject.

* Job satisfaction has always been a matter of concern to both psychologists and practitioners. Many argue that satisfaction depends largely on the job one does -- and changing the job is the way to make workers happier. In rather unconventional research Barry Staw suggests that people have basic dispositions toward life. Those with a happy disposition tend to like their jobs; those with unhappy dispositions dislike them. Changing the jobs themselves, he argues, will do relatively little to change workers' attitudes.

Community Service

The Institute's various community service units have enjoyed an active and creative year. During the period Institute staff organized approximately 115 different programs, a few only an hour or two long, but the overwhelming majority running for one day and some as long as a week. In addition, the various units turned out a total of over 70 different publications. On top of this Institute staff members engaged in a vast amount of applied research and informal consulting of a type not lending itself to easy quantification. A few of the highlights follow.

- * A small sampling of the Labor Center's many activities: a three-day workshop on "survival" for new business agents; a new movie designed to kickoff classroom discussion of alternative approaches to grievance handling; three informal evening discussions with key union leaders on how unions might adapt to their currently unfavorable environment; a two-day Sacramento conference public-sector pensions, bringing together representatives of union, management, and the legislature; and two publications summarizing aspects of California law in layman's language.

- * In addition to the Center for Human Resources Programs' basic offerings of small classes and workshops on such subjects as discipline, grievance procedure, and collective bargaining, Profs. Sheldon Zedeck, Charles O'Reilly and Christina Banks continued the Center's "leading edge" conferences dealing with new developments in human resources management. One such conference dealt with new approaches to performance appraisal. This brought together five of the country's top researchers in this rapidly changing field, each of whom reported on his own work. A second conference on "Selection Guidelines, Testing and the EEOC" was addressed by a similarly distinguished panel of leading researchers, plus the chief of staff of the Equal Employment Opportunities Commission.

- * Our Labor Occupational Health Program has been increasing its expertise in the area of health and safety problems of white-collar workers, especially with regards to indoor air pollution, video display terminals (VDTs), hospital work, and most recently AIDs. A new state law, guaranteeing workers "the right to know" the health hazards facing them, has considerably enlarged the demand for LOHP's services. Increasingly it has been called upon to develop informational and educational written and audio-visual material for a variety of organizations: for example, on asbestos hazards for the Contractors' State Licensing Board and on toxic chemicals for the Lawrence Hall of Science. With the assistance of a group of industrial hygiene students, LOHP undertook a survey of transit workers health problems; this in turn led to a conference. Another special study looked at the occupational hazards faced by artists and art museum workers.

- * In addition to its regular publications, the California Public Employee Relations unit publishes special articles and issues on major public-sector developments occurring throughout the year. At the request of the state Public Employee Relations Board, CPER organized a training program for the impartial "factfinders" who are called in to help resolve public sector contract disputes. This is a new occupation which is becoming increasingly important in California. CPER's new *Pocket Guide to the Meyers-Milias-Brown Act* sold 5,000 copies during the year and has been updated to reflect new developments.

- * Over the last few years the Institute's community oriented publication program has considerably expanded (for details see the Publications section of this report). Aside from our four regular periodicals, we produce a number of specialized pamphlets and book-sized manuscripts. Perhaps the most notable of these was the final publication of *California Workers Rights--A Manual of Job Rights, Protections and Remedies*. Three years in

preparation, this 298 page manual was written in response to requests for an easy-to-understand explanation of key California labor laws. Already 1900 copies have been sold. Meanwhile we are developing a series of small pocket books (designed to be carried on the job) on technical issues for practitioners. One of these, *"Hey, the Boss Just Called Me Into The Office...."* *The Weingarten Decision and the Right to Representation on the Job* has sold 29,450 copies. This work has now been brought out in a revised edition, along with a companion booklet for public sector employees, *Can They Just Fire Me? Public Employees' Right to Due Process*. Still another booklet, *California Workers Compensation*, has sold over 2500 copies.

* In their professional capacities Institute faculty and staff serve on a variety of public committees and are constantly called upon to provide advice and assistance to public and private agencies. Among the agencies for whom LOHP provided assistance last year were the San Francisco Art Institute, the Lawrence Hall of Science, the Cal/OSHA Standards Board, the Bay Area Black Consortium for Quality Health Care, and the American Lung Association. During the same period LOHP handled over 200 requests for technical assistance, while CPER handled another 140. Practically every unit in the Institute, from the Library to the Director's office, receives calls for information and advice, especially from members of the press.

Administration and People

Administratively 1985-86 was a difficult year. In June 1985 Joan Lewis, our long-term and much beloved Senior Administrative Assistant became ill with cancer. She died in December, and it was July 1986 before she could be replaced. Joan was the administrative nerve center of the Institute. Though numerous people volunteered to take part of her duties, she was truly irreplaceable. Administrative coordination suffered badly and we were forced to suspend our faculty reprint series and to curtail our public programs.

We are proud to announce that Maria Bertero joined our staff in July 1986 in the newly created position of Management Services Officer. Under her guidance we have begun to clear up a year's backlog of work and to begin a widespread reorganization of our administrative procedures and staff responsibilities. Among our objectives is closer coordination and greater flexibility all around, along with opportunities for individual staff members to experience personal and professional growth.

Last Fall Paul Chown announced his retirement as Chair of our Center for Labor Research and Education, effective September 1, 1986. A search committee was appointed with Lloyd Ulman as Chair and consisting of staff members and faculty as well as Paul Varacalli, Chair of the Center's Advisory Committee. After considering some 86 candidates, the Committee recommended the appointment of Martin Morgenstern. Morgenstern, who will assume this position as of January 1, 1987, has a distinguished background as a labor leader, management representative, and neutral. Beginning his union career as a strike captain and union delegate for social service caseworkers in New York, he went on to become, in turn, National Coordinator of the Federation of Social Service Employees, California Director of the American Federation of State, County, and Municipal Employees, and Operations Administrator of the California State Employees' Association. Then, under Governor Brown, he was appointed Director of the Governor's Office of Employee Relations. Later he organized and became the first Director of the state Department of Personnel Administration. In this capacity he was the state's chief representative in collective bargaining with its employee associations. Currently he is serving in a neutral's position as a member of the state Public Employee Relations Board.

While welcoming Marty Morgenstern, we are pleased that Paul Chown is retiring in name only. He actively continues to teach in our programs and assist in our publishing effort. In addition he is the midst of research for an imaginative new book on comparative international labor relations, written for labor classes. The "hero" of this work will be a shop steward on an automobile assembly line. Every day, in the book, he wakes up in a different country, and faces the same problems -- but is forced to deal with them in manner appropriate to that country's labor relations.

The Institute has always been "home" for 30-40 PhD students who either serve as research assistants or are working on industrial relations dissertations. The last few years have seen a rapid growth in interest in industrial relations among undergraduate and masters-level students as well. As described in the section on student activity, the Berkeley Chapter of the Human Resources Council (BCHRC) has had a banner year. In addition to a regular speakers' program, it organized a get-together breakfast for students, faculty, and human resources professionals, attended by 621 professionals (most of whom were potential employers). It also sponsored a series of internships (part-time jobs in human resources functions) and mentorships (the pairing of a BCHRC member with a human resources professional for one day during which the student became familiar with the professional's job and work environment). Dr. Cristina Banks, Institute Research Associate, was primarily responsible for this enlarged level of activity, along with a hard-working set of BCHRC officers. The activities of BCHRC are housed in the Institute, which provides it office space.

The Institute's computer facilities and capabilities continue to expand. Three years ago we possessed not a single computer. Last spring we owned six PCs, three main frame terminals, a laser printer, and two conventional printers. In August 1986 through the IBM Grant program these were augmented by two ATs and two additional printers. Step-by-step, a majority of the staff has learned computer skills. Most of our publications (including this one) are now computer set. Computer demand has been especially heavy among students and faculty. Students find our equipment much more accessible than that in Barrows or Evans Hall, and our computer room is typically occupied until late at night and often on Saturdays and Sundays.

* The size of the Institute's faculty continues to grow. Two new members joined us in Fall 1985. James Robinson (Public Health) is an economist interested in problems of occupational health and the relationship between occupational health hazards and unionization. He is working closely with our Labor Occupational Health Program. Kim Voss, a newcomer in Sociology, has a broad interest in unionism generally; her current research focuses on the Knights of Labor. She is assisting us in organizing our Bay Area Labor Seminar.

FACULTY RESEARCH

Collective Bargaining, Unions, and Public Policy

Lloyd Ulman (Economics) continued work on two research projects. The first compares the approaches taken by American and European union movements and employers to the adverse economic and political circumstances which they have been confronting in the 1980s. The study also attempts to assess the impact of American and European political differences on the development of industrial relations. One of the questions being addressed is whether or not the organizational decline of American unionism in the postwar period suggests that European countries may witness a comparable phenomenon. In addition, the macro economic implications of divergent movements in collective bargaining are being explored.

The second project considers the role of formal union collective bargaining structures in various contemporary corporatist experiments. The emphasis placed on structural centralization is re-examined. The usefulness of trilateral bargaining in reducing the currently high levels of unemployment in Europe will also be investigated. This work has been undertaken jointly with David Soskice of University College, Oxford, and Michael Shalev of Hebrew University, Jerusalem.

William Dickens (Economics) has a long-term interest in the reasons for declining union success in organizing. During the year he completed a paper (with Barbara Frieberg) on the threat of a run-away office on voting in certification elections in clerical units. He also prepared a reply to a comment by Getman, Goldberg, and Brett on his earlier re-analysis of their famous study examining the impact of illegal management practices on how workers voted in National Labor Relations Board elections.

Jonathan Leonard (Business Administration) and Dickens finished their research on the role of the industrial and occupational makeup of the labor force on the extent of unionism.

James Robinson (Public Health) has been engaged in a series of studies examining the impact of workplace hazards on productivity and unionism. One study, using the 1977 Census of Manufacturing and the 1982 Census of Construction Industries, is concerned with the influence of industrial relations and hazardous working conditions on labor productivity. A second study (with Dickens and Douglas Wholey, a former Business School graduate student), makes use of three sets of survey data to analyze how hazardous working conditions affect workers' desires for union representation. A final study looks at work place hazards again, this time examining their impact of strikes, quits, and discharges.

Joseph Garbarino (Business Administration) has been studying the development of employee relations systems in a predominantly de-unionized economy.

David Brody (History, U.C., Davis) is working on an essay analyzing the current crisis in the American labor movement.

Kim Voss (Sociology) is engaged in a study of alliances between skilled and less-skilled workers in the United States in the late nineteenth century. Her work combines both quantitative and qualitative/historical methods and focuses on the Knights of Labor.

She is examining the impact of community, industrial, and prior organization variables on both the formation and failure of cross-skill alliances.

Glenn Carroll (Business Administration) has also completed a quantitative historical study of the Knights of Labor. His research investigates how organizational and political factors affected the longevity of Knights of Labor local assemblies.

David Collier (Political Science) worked on a book entitled *Shaping the Political Arena: The State, Unions, and Parties in Latin America*. This book analyses changing patterns of trade union politics and their interaction with larger issues of regime change in Latin America.

George Strauss (Business Administration) has completed a study for the International Labor Organization on the nature of worker's participation in the United States. Three forms of participation were examined: (1) direct, shop-floor participation, such as autonomous work groups and quality circles, (2) representative participation, especially forms of union-management cooperation accompanying concession bargaining, and (3) worker ownership schemes, such as stock ownership plans, buybacks, and producers' cooperatives. The motivation for each form of participation was discussed (e.g., favorable tax treatment for employee stock ownership) as well as the benefits and problems associated with each. This work was done in collaboration with Tove Hammer of Cornell.

While on leave in Australia Strauss examined the nature of that country's labor relations. He was concerned chiefly with its historic development and with the impact of the Australian arbitration system on shop-floor labor relations. While Australian labor relations appear to be highly formalized and legalistic at the top level, at the shop level they are far less rule-oriented than those in the U.S.

Manpower, Employment, and Welfare Programs

Welfare and Income Maintenance

Clair Brown (Economics) is analyzing the standard of living for blacks, laborers, wage earners, and salaried workers over the period 1918-1980. She uses an institutional approach that analyzes the relationships between economic growth, consumption norms, and work roles in determining the economic well-being of people across class. In addition, she has devised a "standard of living" index based on components of substance, comfort, status, and security. Although major advances have been made in absolute well-being in terms of nutrition, shelter, and physical mobility, important relative economic differences between classes remain. This "economic distance" between classes has become more visible over time as it has become more focused on public activities, such as recreation and entertainment, and less focused on family activities, such as meals at home. Accordingly, differences in income now translates more into differences in status and comfort than in substance. These changes in consumption norms that mark class status have probably been an important influence on how society views what is the appropriate income distribution.

In addition, Brown continues her work on wives' work decisions, and how the evolution of work roles by gender has changed the economic resources of families and the way they function. She also continues her work developing institutional theories of the labor market.

Harold Wilensky (Political Science) has been engaged in a comparative study of the welfare state, which emphasizes the sources, substance, and effects of public consumption expenditures in 19 rich democracies. He has been analyzing (1) the politics of taxing and spending with special attention to explanations of "tax-welfare backlash," and (2) 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. Tom Janoski is completing work with Wilensky on active labor market policies, job creation, job training and retraining, job placement, and mobility incentives in West Germany and the United States; Jim Jasper on nuclear energy policies and public protest in France, Sweden, and the United States

Margaret S. Gordon (Associate Director, Emeritus) is continuing her comparative historical analysis of social security policies in industrialized countries. In addition to the seven chapters completed earlier, three additional chapters have been completed in 1985-86 (on employer pensions, the economic impacts of pension programs, and health benefits). Still to come are chapters on unemployment benefits, family policies and family allowances, public assistance and negative income tax proposals, and international linkages. A contract has been signed with the Cambridge University Press, calling for completion of the manuscript by April 30, 1987.

Michael Wiseman (Economics) has been looking at the dynamics of welfare receipt and especially workfare and the California GAIN program. He also completed a lengthy paper on the consequences of Proposition 13 for the incidence of the property tax in San Francisco.

Labor Markets and Occupational Careers

Glenn Carroll has been investigating how organizational structures affect career mobility processes. In collaboration with sociologists in Berlin, he studied job-shift and self-employment patterns in the Federal Republic of Germany

David Brody continued his research on work and leisure. His interest is in how the use of time -- the division between work and leisure -- has evolved from the onset of industrialism to the present time. His focus is on the shortening of the workday. Among the issues he is considering is the cultural meaning of the struggle for shorter hours in the nineteenth century. Another relates to how the issue of time transformed the nature of work in American industry, both through mass production and through Taylorism.

David Stern (Education) has a general interest in the relation between education and work. His research in 1985-86 focused on two particular topics. The first is high school dropouts. A wave of reforms in the past few years have raised academic standards in high schools. There is concern that more students will drop out as a result. His research has been analyzing the economic payoff to a high school diploma. Contrary to some previous research, but consistent with common sense, his preliminary findings indicate that dropping out does create disadvantages over and above those that cause students to drop out in the first place. He also has been investigating programs that are intended to help students finish high school. One kind of program that seems to hold particular promise is a form of vocational education in which academic subjects are closely integrated with vocational applications.

His second topic of current research is compensation for teachers. Many states are currently experimenting with performance-based pay. Critics charge that this interferes with teachers' intrinsic reasons for becoming teachers in the first place. He is probing that issue with a survey of teachers in Bay Area public schools.

Michael Reich (Economics) has been concerned with changes in relative earnings of blacks and whites. One study explores two alternative explanations for this change: (1) rural-urban and interregional migrations, and (2) structural changes. He finds that structural change has been less important for the period since 1949 than commonly believed. A second study looks at the relative significance of changes in hours worked as opposed to changes in hourly pay as explaining changes in relative annual wages for blacks. He finds that among employed blacks a large part of gains in relative wages was due to their working increased hours.

In still another study, Reich looked at labor market segmentation. In particular he was concerned with differences in performance between core (oligopolistic and highly unionised) industries and those at the periphery of the economy. Using two digit data on prices, wages, and productivity he observed big differences in how the two sectors behaved.

William Dickens has been working on a number of projects to study the structure of labor markets, particularly as it relates to wage determination and the rate of unemployment. Along these lines he has completed two new studies with Kevin Lang, (U.C., Irvine) on labor market segmentation. In the first they show that the new methodology they have developed for investigating dual labor markets is substantially superior to previous methods and can explain the inconsistent results of previous studies. In the second they explore the relation between unions and labor market segmentation. Dickens has also completed a theoretical study with Lawrence Katz and Lang of the salience of company expenditures on monitoring to recent "efficiency wage" theories, and a study of the implications of the threat of collective action by workers for the determination of employment in both competitive and monopolistic industries. He began working on several extensions to his work with Lang on dual labor markets and on a study with Katz of inter-industry wage differences and their implications for theories of wage determination.

Jonathan Leonard (Business Administration) began research on two new areas while in Cambridge, Mass. on an Ohlin Fellowship awarded by the National Bureau of Economic Research. His study of unemployment and job turnover showed that roughly one in nine jobs is destroyed and one in eight created every year, enough to account for about one-quarter of the average unemployment rate. A major cause of unemployment, distinct from inadequate aggregate demand and the instability of workers, is the instability of jobs themselves. While as much as half of the transitions of workers from employment to nonemployment may be accounted for by the destruction of jobs, this job instability is largely idiosyncratic across establishments. There are few strong industry or cyclical effects, and job instability is not greater in union than in nonunion plants.

Leonard has also begun research on compensation patterns within the electronics industry, finding large pay differentials for the same job across firms that are not easily explained by standard theories.

Lawrence Katz (Business Administration) focused his research on three main areas. The first involved a continuation of his research on the layoff-recall process and the unemployment insurance system in the United States. Katz completed a study analyzing the impact of recall prospects, previous job attachments, and unemployment insurance benefits on the duration of unemployment spells. Katz is currently extending the methodology utilized in this work for the purpose of analyzing the job search and relocation behaviors of permanently displaced workers.

Katz's second area of focus has been efficiency wage models of unemployment. Katz completed a study critically surveying the existing theoretical literature on the empirical implications of efficiency wage theories. In other work, Katz has analyzed theoretical objections to efficiency wage models. Katz, William Dickens, and Kevin Lang have shown that the existence of continual expenditures of firms on monitoring worker performance implies that the use of labor contracts involving the posting of performance bonds by workers cannot fully solve efficiency wage problems. Katz and George Akerlof have explored the extent to which deferred payment schemes can substitute for explicit performance bonds in providing work incentives.

Finally Katz and Dickens have begun a detailed empirical examination of the inter-industry wage structures. In one paper, they analyze similarities in the wage structure for workers of different ages, occupations, sex, and union status. They also explore the stability in the industry wage structure across time and countries. In a second paper, Dickens and Katz examine the characteristics of high and low wage industries.

James Robinson has been engaged in a variety of studies examining the influence of various forms market structure on hospital and hospital employees. One study looks at the relationship between market structure, hospital employment and nurses' wages. A second is concerned with the impact of rate regulation and non-price competition on hospital costs over the ten year period, 1972-82. The final study of the series deals with market and regulatory influences on the diffusion of cardiac surgical and nonsurgical treatments in hospitals.

Organizational Behavior

Charles O'Reilly (Business Administration) continued his research on two major projects. The first is a study of the human resource management practices of a set of high tech firms located predominantly in Silicon Valley. The second deals with organizational demography. This second line of research systematically documents the effects of variations in the composition of work units and organizations on a series of important human resources outcomes. He finds that the composition of organizations in terms of age, length of service, etc., can have major impacts on planning, recruitment, social integration, and turnover.

Karlene Roberts (Business Administration), along with faculty from several other parts of the University, has been investigating the design and operation of high reliability organizational systems. For such organizations, the bottom line is reliability rather than productivity. While the probability of error in them is low, errors can lead to undesirable consequences, unacceptable to the organization and, perhaps, to society as well. Three Mile Island and the Space Shuttle Challenger are organizations of the type that failed. Roberts' research has involved the Federal Aviation Administration's Air Traffic Control system, the Diablo Canyon Nuclear plant, and two nuclear aircraft carriers, the Carl Vinson and the Enterprise. Much of Roberts' own research has been aboard ship.

Raymond Miles (Business Administration) continued his research and writing on the dynamics of "fit" among organizational strategy, structure and process. He also examined the trend toward formal disaggregation and outsourcing in U.S. organization and the emergence of new organizational forms domestically and internationally.

Michael Wiseman is completing a book (with Michael Cooper, Library and Information Studies) on the organizational consequences of office automation.

Glenn Carroll has been examining the historical development of newspaper industries in several countries, documenting how political turmoil (much of it arising from labor unrest) has affected the organizational demographics of the industry. He has begun two new studies, using a similar approach to examine the telecommunications and music recording industries.

With a sociologist in Budapest, he has been conducting a study of the organizational structures of agricultural cooperatives in Hungary. Using survey data, they are studying how the structure of the institutional environment affects the administrative overhead required to operate a cooperative.

Michael Burawoy (Sociology) continued his research on Hungarian industry, based on participant observation in heavy auto and steel industries. He was involved in two projects. The first dealt with the conditions under which socialist firms may be as efficient as equivalent capitalist firms. The second involved a book in progress dealing with the development of class consciousness among workers in socialist societies. Last year two articles appeared based on research conducted in the auto factory in which he worked.

Sheldon Zedeck (Psychology) continued his research on performance assessment. He began a project to study the way in which raters use heuristics and biases when assessing the performance of others. In particular, the study concerned how raters use concepts such as representativeness of behavior, availability of information, and anchoring mechanisms for dealing with uncertainty and forming evaluations. During 1985-86 the materials for this research were developed and piloted and the research will be completed in 1986-87. In addition, he undertook research to study the effectiveness of stress intervention programs as used in industry. Meta-analyses were conducted on research studies reported in the literature for the purpose of determining the true effect size for stress intervention programs; preliminary analyses suggest a strong average effect, $r = .58$. The effect is based on a review of over 20 studies and corrects for differences in sample sizes. Future research will explore job setting, type of dependent measure, theoretical orientation, and population studies as moderators of the effect size.

Cristina Banks (Business Administration) was involved in two studies of performance appraisal. One study sought to develop new techniques which might improve performance appraisers' assessment skills. The second compared workers' self-reports of their performance effectiveness with more "objective" data based on work sample tests. Additionally she has been examining the development of leadership skills among women.

Barry Staw (Business Administration) has been examining the dispositional approach to job satisfaction. In a project with Nancy Bell, a doctoral student in organizational behavior and John Clausen, a professor in the Institute of Human Development, Staw re-analyzed data from Berkeley's Intergenerational Studies to demonstrate long-term effects of personality on job attitudes. Their study showed that the affective disposition of people, a tendency to be happy or unhappy and to react in positive vs. negative ways to interpersonal events, could explain job satisfaction over long periods of time. Affective disposition, measured from as early as junior and senior high school years, predicted job attitudes for up to forty years in time. These results provided strong evidence that job attitudes are determined as much by the dispositional make-up of the individual as the objective qualities of the work itself.

During the 1985-86 year Staw also continued to work on the problem of the escalation of commitment, the tendency to throw good money after bad or to become excessively committed to a course of action. In a study with Jerry Ross, a visiting

professor at Berkeley during the academic year, Staw conducted a detailed case study of the planning and decision making for Expo 86, the world's fair conducted in Vancouver, Canada during the summer of 1986. From the original projections of break-even financial results, Expo grew to an anticipated loss of approximately 300 million dollars. The events leading to the continuation of the fair, in spite of the worsening financial situation, provided a prototypical case for understanding escalation. The study illustrated the interplay of economic, psychological, social, and institutional forces, showing how micro and macro variables are interwoven in complex, on-going decision situations.

FACULTY AND STAFF PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1985-86

Darryl Alexander (IIR)

Publications

"Analysis of the Use of Quantitative Risk Assessment by Policy Makers: Case Study of Cotton Dust and Byssinosis." PHS contract, in press.

Professional Activities

Organized a multi-union conference on work-related asbestos exposure and recent state and federal regulatory action, October 1985.

Developed a series of seminars on occupational and environmental health problems in minority communities, October-February 1986.

Organized a multi-union stewards training in occupational health and safety in conjunction with the Santa Clara Central Labor Council, November 1985.

Organized and coordinated LOHP five day health and safety institute for labor union representatives, officials and members, February 1986.

Organized and conducted a workshop on workers' compensation reform, Service Employees International Union, Women's Conference, March 1986.

Organized and conducted a two day conference for transit union members statewide, May 1986.

Developed a project to incorporate occupational health and safety education in a community clinic setting, 1985-86.

Developed a project to train labor union officials, members and staff on the issue of AIDS in the workplace.

Presentations

"Impact of Work on the Health Status of Women and Minorities," American Public Health Association, November 1985.

"Acquired Immune Deficiency Syndrome (AIDS)," California Water Pollution Control Association, January 1986.

Robin Baker (IIR)

Publications

"Controlling Chemical Hazards," (editor and co-author), computer learning package, Chemical Education for Public Understanding Project, Lawrence Hall of Science, 1985.

"Beyond the Right to Know," *Monitor* 13:3, May-June 1985.

Professional Activities

Awarded "Outstanding Preceptor of the Year," School of Public Health, University of California, Berkeley, 1986.

Member, Professional Council, University and College Labor Educators Association; Coalition of Labor Union Women; Steering Committee, Bay Area Committee for Occupational Safety and Health; Advisory Committee, Child Care Employee Project; Northern California Occupational Health Center representative to Cal/OSHA Advisory Committee; American Public Health Association, Occupational Health section..

Presentations

"Worker Education and Protective Policies for VDT Operators," International Scientific Conference on "Work with Display Units," Stockholm, Sweden, May 1986.

"Health, Wellness, Safety and Productivity in the Modern Office," U.S. Public Health Service Employee Occupational Health Conference: Management Briefing, San Francisco, July 1985.

"Future Employment Trends and the Impact on the Occupational Health Field," Northern-Southern Occupational Health Centers, Annual Conference, August 1985.

"Collective Bargaining for Health and Safety," California Nurses Association Occupational Health Conference, September 1985.

"Occupational Hazards in the Child Care Setting," Child Care Employee Project Seminar, March 1986.

"Occupational Health Education," American Public Health Association, Occupational Health Section, Western Regional Meeting, May 1986.

Cristina Banks (Business Administration)

Publications

"Narrowing the Research-Practice Gap in Performance Appraisal" (with K. R. Murphy), *Personnel Psychology* 38:335-345, 1985.

Professional Activities

Chair, Student Internship Committee, Northern California Human Resources Council.

Presentations

"Performance Appraisal: State of the Art and New Directions," Institute of Industrial Relations Conference, January 1986.

Bonnie G. Bogue (IIR)

Publications

"The Supreme Court's Strike Decision: Implications and Ramifications," *CPER* 65:2-16, July 1985.

"SPB's Constitutional Authority Trimmed Again by State High Court, A CPER Special Report," *CPER* 67:20-23, December 1985.

Professional Activities

Participated in State Bar of California's Labor and Employment Law Section's planning committee for public sector labor law book, to be published in 1987. Selected as co-author of chapter on public sector strike law and as consultant on chapters on unit determination and affirmative action.

Member, American Bar Association Committee on State and Local Government Bargaining; contributor to committee report published in *The Labor Lawyer*.

Secretary and Member of Executive Board, Northern California Chapter of the Society for Professionals in Dispute Resolution.

Member, Advisory Committee to the Public Employment Relations Board.

Panel Moderator, "The Factfinding Process," at "Factfinding '85" conference, Institute of Industrial Relations and Public Employment Relations Board, San Francisco, October 1985.

Presentations

"The Supreme Court's Strike Decision," Labor Committee, National Lawyers Guild Bay Area Chapter, August 1985.

"Comparable Worth and the Courts," American Arbitration Association, Arbitration Day 1985 panel, San Francisco, November 1985.

"Managing Discipline Problems Related to Alcohol and Drug Abuse," IPMA Western Regional Conference panel, Oakland, April 1986.

Joan Braconi (IIR)**Publications**

California Workers Rights: A Manual of Job Rights, Protections and Remedies (with Alan Nicholas Kopke), Center for Labor Research and Education, 1986.

California Workers Compensation (with Alan Nicholas Kopke), Center for Labor Research and Education, 1986.

Presentations

"Comparable Worth," Home Economist Association, May 1986.

David Brody (History, U.C. Davis)**Publications**

"The CIO After 50 Years: An Historical Reckoning," *Dissent* 33, Fall 1985.

Professional Activities

Co-editor, Working Class in America Series, University of Illinois Press.

Member, Committee on Committees, American Historical Association.

Member, Editorial Board, *Labor History*.

Presentations

"Work and Time During Early American Industrialism" Patterson Lecture, Illinois College, February 1986; Social Science Division Lecture, Reed College, April 1986.

"Industrial Relations Theory and Labor History," IRRA-American Historical Association joint session, December 1985.

"Ideology and American Industrialism," Conference of Chinese and American Historians sponsored by the National Academy of Sciences, July 1985.

Clair Brown (Economics)**Publications**

Gender in the Workplace (edited with Joseph Pechman), Brookings Institution (forthcoming); also, chapter on "Consumption Norms, Work Roles, and Economic Growth in Urban America, 1918-1980" in this book.

"Housework," *The New Palgrave Dictionary of Economics* (forthcoming).

"The U.S. Trade Crisis," *Labor Center Reporter* 165, November 1985.

"The Importance of Social and Price Factors in Women's Work Decisions,"
Working Paper, 1986.

Professional Activities

Chaired session on "Changes in Wage Norms," American Economic
Association Annual Meeting, December 1985.

Associate Director, Institute of Industrial Relations.

Executive Board, Industrial Relations Research Association.

Editor, *Industrial Relations*.

Steering Committee, U.C. Faculty for Full Divestment; Coordinating
Committee.

Presentations

"Analysis and Measurement of the Standard of Living," American Economic
Association Meeting, New York, December 1985.

"Income Distribution in an Industrial World," Three Worlds of Labor
Economics Conference, University of Utah, October 1985.

"The Future of the U.S. Economy and the Labor Movement," Forum for
Labor Leaders, Institute of Industrial Relations, January 1986.

Michael Burawoy (Sociology)

Publications

"Piece Rates, Hungarian Style," *Socialist Review*, 79: 43-69.

"Mythologies of Work: A Comparison of Firms in State Socialism and
Advanced Capitalism," *American Sociological Review* 50: 723-37, June
1985.

Glenn R. Carroll (Business Administration)

Publications

"Job-shift patterns in the Federal Republic of Germany: The effects of
social class, industrial sector and organizational size" (with Karl
Ulrich Mayer), *American Sociological Review* 51:3, June 1986.

"Organizational Task and Institutional Environments in Ecological
Perspective: Findings from the Local Newspaper Industry" (with
Yangchung Paul Huo), *American Journal of Sociology* 91: 838-973,
January 1986.

"The Diffusion of the Telephone and Automobile in the United States, 1902
to 1937" (with Claude S. Fischer), OBIR Working Paper No. OBIR-7,
U.C. Berkeley Business School, 1986.

"Career Dynamics of Entrepreneurship: An Empirical Analysis of Self-Employment in the Federal Republic of Germany" (with Elaine Mosakowski), OBIR Working Paper No. OBIR-5, U.C. Berkeley Business School, 1985.

"Organizational and Electoral Paradoxes of the Knights of Labor: An Ecological View" (with Yangchung Paul Huo), OBIR Working Paper No. OBIR-6, U.C. Berkeley Business School, 1985.

Professional Activities

Advisory Panel Member, Sociology Program, National Science Foundation.

Editorial Board, *Administrative Science Quarterly*.

Presentations

"Careers and the Life Course" (with Karl Ulrich Mayer), American Sociological Association Meetings, New York, August 1986.

"Structural Constraints on Occupational Careers" (with Karl Ulrich Mayer), International Conference on Event History Analysis in Life Course Research, sponsored by Social Science Research Council, Berlin, June 1986.

"Theoretical Perspectives and Variables of Interest," Workshop on Data Base for Organizations, National Science Foundation, Washington DC, April 1986.

"Job-shift Patterns in the Federal Republic of Germany: The Effects of Industrial Sector, Social Class and Organizational Size," (with Karl Ulrich Mayer), meeting of the International Sociological Association Research Committee on Stratification and Mobility, Harvard University, September 1985.

"Organizational task and Institutional Environments in Ecological Perspective: Findings from the Local Newspaper Industry" (with Yangchung Paul Huo), American Sociological Association meetings, Washington, DC, 1985.

"Job-shift Patterns in the Federal Republic of Germany: The Effects of Industrial Sector, Social Class and Organizational Size" (with Karl Ulrich Mayer), American Sociological Association meetings, Washington, DC, 1985.

"Organizational and Electoral Paradoxes of the Knights of Labor: An Ecological View," Stanford University, 1985.

Paul Chown (IIR)**Publications**

Editor, *How to Cost a Union Contract: A Guide for Union Negotiators*, Center for Labor Research and Education, Labor Training Series, Part III, April 1986.

Professional Activities

Member, Advisory Committee, San Francisco General Hospital Workers Health Clinic; San Francisco Labor Foundation, Labor Archives Project; Bay Area Committee for Occupational Safety and Health; Advisory Committee, San Francisco Community College Labor Studies Program.

Margaret Cunningham (IIR)**Publications**

1984 CPER Index (annotated index to CPER publications).

Professional Activities

Coordinator, Bay Area Labor Committee, National Lawyers Guild.

Member, Grievance Committee, American Federation of Teachers, Local 1494.

David Collier (Political Science)**Presentations**

"The Initial Incorporation of the Labor Movement in Latin America: A Comparative Perspective;" "Observations on Game Theory and Democratic Consolidation;" "Choice Points, Historical Legacies, and Trade Union Politics;" and "Historical Founding Movements in State-Labor Relations: Mexico, Venezuela, Brazil, and Chile."

William T. Dickens (Economics)**Publications**

"A Test of Dual Labor Market Theory" (with Kevin Lang) *American Economic Review*, September 1985.

"Where Have All the Good Jobs Gone?" (with Kevin Lang) in Kevin Lang and Jonathan Leonard (eds.), *Unemployment and the Structure of Labor Markets*, Basil-Blackwell (forthcoming 1986).

"Industry Wage Patterns and Theories of Wage Determination" (with Lawrence Katz); in Kevin Lang and Jonathan Leonard (eds.) *Unemployment and the Structure of Labor Markets*, Basil-Blackwell (forthcoming 1986)..

- "Crime and Punishment Again: The Economic Approach with a Psychological Twist," *Journal of Public Economics*, (forthcoming 1986).
- "Safety Regulations and 'Irrational' Behavior," *Handbook of Behavioral Economics*, Benjamin Gilad and Stanley Kaish, eds., JAI Press, (forthcoming 1986).
- "Labor Market Segmentation and the Union Wage Premium" (with Kevin Lang), MIT mimeo, January 1986 .
- "Wages, Employment and the Threat of Collective Action by Workers," MIT mimeo, February 1986.
- "Structural Change and the Decline of Union Density" (with Jonathan Leonard), MIT mimeo, March 1986.
- "Are Efficiency Wages Efficient?" (with Lawrence Katz and Kevin Lang), MIT mimeo, January 1986.
- "The Impact of the Runaway Office on Union Certification Elections in Clerical Units" (with Beatrice J. Frieberg), NBER 1693, July 1985.

Professional Activities

Referee: National Academy of Sciences; American Economic Review; Economic Inquiry; Economic Journal; Industrial and Labor Relations Review; Journal of Public Policy Analysis and Management; National Science Foundation; Quarterly Journal of Economics.

Presentations

- "Wages, Employment and the Threat of Collective Action by Workers, " North American Meetings of the Econometrics Society, December 1985 and the NBER Labor Studies Summer Institute, August 1985.
- "Unions and Labor Market Segmentation" (with Kevin Lang), North American Meetings of the Econometrics Society, December 1985.
- "Error Components in Grouped Data: Why It's Never Worth Weighting," World Congress of Econometrics Society, Summer 1985, and the North American Meetings of the Econometrics Society, December 1985. National Bureau of Economic Research, Technical Paper 43.
- "Labor Supply with Hours Restrictions" (with Shelly Lundberg), World Congress of the Econometrics Society, Summer 1985. National Bureau of Economic Research Working Paper 1638.
- "Consistent Estimation Using Data from More Than One Sample" (with Brian Ross), World Congress of the Econometrics Society, Summer 1985. National Bureau of Economic Research Technical Working Paper 33.
- "Testing Dual Labor Market Theory: A Reconsideration of the Evidence" (with Kevin Lang), World Congress of the Econometrics Society,

Summer 1985. National Bureau of Economic Research Working Paper 1670.

Joseph Garbarino (Law)

Publications

"Faculty Collective Bargaining: A Status Report," in *Unions in Transition*, S.M. Lipset, ed., Institute of Contemporary Studies, 1986.

Peter Guidry (IIR)

Professional Activities

Panel judge, annual scholarship awards, California Labor Federation.

Judge, scholarship awards, Communications Workers of America, Local 9423.

Hearing officer (Dispute Resolution), University of California Panel and University of California, Berkeley Panel.

Technical advisor, Coalition of Organized Labor, San Joaquin Valley.

Advisor and local monitor, Trade Union Intern Program, A. Phillip Randolph Educational Fund.

Board member, Black Bay Area United Fund.

Member, A. Phillip Randolph Institute, AFL-CIO; University-College Labor Education Association, Labor Studies Advisory Committee; United Negro College Fund Advisory Committee; Planning Committee to Establish Statewide A. Phillip Randolph Institute and Chapters.

Lawrence Katz (Business Administration)

Publications

"Cyclical Unemployment: Sectoral Shifts or Aggregate Disturbances?" (with K. Abraham), *Journal of Political Economy* 94:507-522, June 1986.

Working Papers

"Union Status Determination and the Free Rider Problem in Right-to-Work States," Working Paper OBIR-7, Center for Research and Management, University of California, Berkeley, November 1985.

"Layoffs, Recall and the Duration of Unemployment," NBER WP 1825, January 1986.

"Efficiency Wage Theories: A Partial Evaluation," NBER WP 1906, April 1986.

"Are Efficiency Wages Efficient?" (with W. Dickens and K. Land), NBER WP 1935, June 1986.

Presentations

"Sectoral Uncertainty and Unemployment," NBER Economic Fluctuations Conference, Cambridge, Mass., July 26, 1985.

"Layoffs, Recall and the Duration of Unemployment," NBER, UCLA, U.C. Berkeley, Princeton University, Harvard University, and Stanford University.

"Union Status Determination and the Free Rider Problem in Right-to-Work States," University of Chicago, Graduate School of Business, Labor Economics Seminar, November 26, 1985.

"Industry Wage Patterns and Theories of Wage Determination," Applied Micro Seminar, University of Rochester, March 6, 1986; at NBER Labor Studies Group meeting, Cambridge, Mass, April 18, 1986; and at Conference on Unemployment and the Structure of Labor Markets, U.C. Irvine, March 21-22, 1986.

"Efficiency Wage Theories: A Partial Evaluation," NBER Conference of Macroeconomics, Cambridge, Mass., March 7-8, 1986.

Clark Kerr (Business Administration, Emeritus)**Publications**

The Many Lives of Academic Presidents: Time, Place and Character (with Marian L. Gade)), Washington, DC: Association of Governing Boards of University and Colleges, 1986.

"The AFL-CIO Report," *New Management* 3:3, 33-34, Winter 1986.

"A New Industrial Relations? A Four (or Perhaps Six) Sector Approach to an Answer," *Teamwork: Joint Labor-Management Programs in America*, Work in America Institute (forthcoming).

Presentations

"Comparative Decline in the American Economy--What Has Gone Wrong," Chinese University of Hong Kong, October 15, 1985.

"A Marvel Inside a Miracle," 25th Anniversary Convocation keynote address, U.C. San Diego, November 18, 1985.

"Another First--The Means of Governance," The College of William and Mary in Virginia Charter Day, Williamsburg, February 8, 1986.

Jonathan Leonard (Business Administration)**Publications**

"What Was Affirmative Action?" *American Economic Review*, 76:2, 359-363, May 1986.

"Unions and the Employment of Blacks, Hispanics and Women," *Industrial and Labor Relations Review*, 39:1, 115-132, October 1985.

"Affirmative Action as Earnings Redistribution: The Targeting of Compliance Reviews," *Journal of Labor Economics*, 3:3, 363-384, July 1985.

"Comments on the Spatial Mismatch Hypothesis," in R.B. Freeman and H. Holzer (eds.), *The Black Youth Employment Crisis*, Chicago: University of Chicago Press, 185-190.

"The Effectiveness of Equal; Employment Law and Affirmative Action," *Research in Labor Economics* 8, 1986.

"Unions, Turnover and Employment Variation," *Advances in Industrial and Labor Relations* 3, 1986.

Professional Activities

Organized conference on "Unemployment and the Structure of Labor Markets" (with K. Lang), U.C. Irvine, March 1986.

Member, Steering Committee, Affirmative Action Study Project, U.S. House Committee on Education and Labor.

Consultant, U.S. Equal Employment Opportunity Commission.

Presentations

"Employment Variation and Wage Rigidity: A Comparison of Union and Non-union Plants," Boston College, Harvard, MIT, Princeton, Fall 1985.

"What Was Affirmative Action," American Economic Association Annual Meeting, New York, December 1985.

"The American Experience with Contract Compliance," Royal Institute of Public Administration, Council on Racial Equality and Greater London Council, Conference on Contract Compliance Programs, London, February 1986.

"Space, Time, and Unemployment: Los Angeles 1980," National Bureau of Economic Research Summer Institute, 1985.

"Employment Growth in Union and Non-union Plants," Sloan School, MIT, Fall 1985.

"In the Wrong Place at the Wrong Time: The Extent of Structural and Frictional Unemployment," National Bureau of Economic Research Summer Institute, 1985.

"Carrots and Sticks: Pay Supervision and Turnover," Arizona State University Conference on the New Economics of Personnel, April 1986.

Consultant, National Academy of Sciences, Panel on Technology and Employment.

Raymond E. Miles (Business Administration)

Publications

"Organizations: New Concepts for New Forms" (with Charles Snow), *California Management Review* 27:3, Spring 1986.

Presentations

Various topics, Washington, D.C.; Houston, Texas; Seattle, Washington; London, England.

Lela Morris (IIR)

Professional Activities

Organized and coordinated professional education courses, U.C. Berkeley: Fundamentals of Industrial Ventilation, June 1985; Health and Safety Training for Workers at Hazardous Waste Sites, September 1985; Spirometry Course: Pulmonary Function Testing in Occupational Health Settings, October 1985; Sampling and Evaluating Airborne Asbestos Dust (NIOSH Approved Course #582), January 1986; Industrial Noise Control, February 1986; Advanced Topics in Industrial Ventilation, June 1986.

Chair, Professional Education Committee, American Lung Association, San Francisco Unit.

Member, Professional Education Committees of the American Cancer Society Units, San Francisco and Alameda Counties, and the Bay Area Black Nurses Association.

Member, Golden State Medical Association Advisory Committee on Cancer Education for Black Physicians; California Nurses Association Joint Occupational Health Advisory Committee; American Public Health Association, Occupational Health Section; American Occupational Health Nurses Association, Northern California Division.

Coordinator, assisting in organization of the Western Mid-Year Meeting of the American Public Health Association, Occupational Health and Safety Section, "Developing Technologies and Occupational Health," Berkeley, May 1986.

Presentations

"Practical Methods for Worker Education," American Public Health Association, Washington, DC, November 1985.

"Overview of Occupational Health and Safety for Primary Care Providers," Bay Area Black Consortium for Quality Health Care, March 1986.

"Problem Solving for Nurses--Workshop," Optimizing Health and Safety for Hospital and Clinic Nurses Conference, California Nurses Association Region XI, Oakland, May 1986.

Charles O'Reilly (Business Administration)

Publications

"The Impact of Information on Job Choice and Turnover Decisions" (with D. Caldwell), *Academy of Management Journal* 28, 934-943, 1985.

"Personality Characteristics and Self-Monitoring" (with D. Caldwell), *Psychological Reports* 57, 103-110, 1985.

"Merging Organizational Communication and Decision Making: The Acquisition and Use of Information in Organizations," (with J. Chatman and J. Anderson), in L. Porter, L. Putnam, K. Roberts, and F. Jablin (eds.), *Handbook of Organizational Communication*, Beverly Hills: Sage (in press).

"The Impact of Normative Social Influence and Cohesiveness on Task Perceptions and Attitudes: A Social Information Processing Approach" (with D. Caldwell), *Journal of Occupational Psychology* 58, 1-14, 1985.

"Hospital Demography and Turnover Among Nurses" (with J. Pfeffer), *Industrial Relations*, 1986 (in press).

"The Impact of Experienced and Observed Rewards and Punishments on Attitudes and Behaviors: A Field Test" (with D. Caldwell), forthcoming.

"The Dimensionality of Behavioral Commitment, Organizational Commitment, and Job Satisfaction: A Confirmatory Analysis" (with B. McCain, J. McCloskey, and D. Caldwell), forthcoming.

"Executive Team Demography, Organizational Innovation, and Firm Performance" (with S. Flatt), forthcoming.

"Beyond Simple Demographic Effects: The Importance of Relational Demography in Superior-Subordinate Dyads" (with A. Tsui), forthcoming.

"Organizational Commitment and Psychological Attachment: The Effects of Rewards and Punishments in Social Context" (with J. Chatman), *Journal of Applied Psychology*, 71, 692-99, 1986.

Presentations

"Positive Effects from Negative Sanctions: The Impact of Rewards and Punishments in a Social Context" (with S. Puffer), Forty-fifth Annual Meetings of the Academy of Management, San Diego, 1985.

"Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification, and Internalization on Prosocial Behavior" (with J. Chatman), Forty-fifth Annual Meetings of the Academy of Management, San Diego, 1985; also *Journal of Applied Psychology* 71, 492-499, 1986.

"Organization Demography and the Management of Human Resources: Problems and Prospects for the Next Decade," Seventh Annual Industrial Relations Institute, University of Minnesota, October 1985.

"Source Credibility as a Determinant of Information System Use (with J. Chatman), Joint National Meeting of TIMS/ORSA, Los Angeles, April 1986.

Bruce Poyer (IIR)

Publications

"New Threats to Injured Workers," *Labor Center Reporter* 185, June 1986.

"Quality of Life Action: The Road to Full Employment," *Labor Center Reporter* 172, February 1986.

"PERS and UCRS--A Study in Contrasts," *Labor Center Reporter* 168, December 1985.

"The Changing Situation of Workers and Unions," *Labor Center Reporter* 163, October 1985.

"Protecting the Health Benefits of Retirees," *Labor Center Reporter* 160, September 1985

How to Cost a Union Contract: A Guide for Union Negotiators (co-author), P. Chown, ed., Center for Labor Research and Education, Labor Training Series, Part III, April 1986.

Professional Activities

Editor, *Labor Center Reporter* and *Labor Center Research Report* series.

Delegate to Central Labor Council, Alameda County (representing AFT Local 1474, U.C. Berkeley).

Represent Employee Benefit Programs, U.C. Berkeley on American Federation of Teachers' University Council.

Member: Medical Advisory Committee of the Board of Directors, California Public Employees Retirement System; Bay Area Committee on Occupational Safety and Health; Industrial Relations Research Association, San Francisco Bay Area Chapter; San Francisco Labor Foundation, Labor Archives Project; Northern California Labor Health Coalition; Northern California Workers Compensation Coalition.

Patricia Quinlan (IIR)**Publications**

"Working Safely with Laboratory Chemicals," script and slide tape show (ed. with others), Federal Occupational Safety and Health Administration, 1986.

"Asbestos Health and Safety for Contractor," (ed. with others), Contractors State License Board, Department of Consumer Affairs, State of California, 1986.

Professional Activities

Conducted workshop on Child Care Worker Health and Safety, Child Care Employee Project, April 14, May 7, 1986.

Organized and conducted statewide transit workers conference, "On the Move for Health and Safety," in conjunction with the Coordinating Council of Bay Area Transit Unions, May 9-10, 1986.

Conducted Joint Labor-Management Health and Safety Training for Museum Workers, May 1986.

Conducted course on Health and Safety for Vocational High School Teachers," with the American Lung Association, June 7, 1986.

Member: American Conference of Government Industrial Hygienists; American Industrial Hygiene Association; American Public Health Association, Occupational Health Section; Steering Committee, Bay Area Committee on Occupational Safety and Health; San Francisco Council on Workplace Health and Safety.

Presentations

"Health and Safety for Union Women," Summer Institute for Union Women, AFL-CIO Education Department, Eugene, Oregon, July 13-17, 1985.

"Transit Health and Safety," week-long U.S.-Canada Nicaragua Health and Safety Colloquium, Occupational Safety and Health Section, Ministry of Labor, Managua, Nicaragua, August 18-25, 1985.

"Health and Safety in the Aerospace Industry," IAM District 141 Annual Health and Safety Conference, Seattle, Washington, September 17-18, 1986.

"Working Safely with Asbestos," Veteran's Administration, Palo Alto, November 19, 1985.

"Health Hazards to Artists," American Lung Association Conference, October 29, 1985.

"Role of the Industrial Hygienist in the Occupational Health Community," UCSF School of Nursing, February 22, 1986.

Michael Reich (Economics)**Publications**

The Capitalist System (ed. with R. Edwards and T. Weisskopf), 3d ed., Prentice Hall, 1986.

"Postwar Male Racial Inequality: Trends and Theories," in P. Phillips, ed., *The Three Worlds of Labor Economics*, (forthcoming 1986).

"The Proletarianization of the Labor Force"; "The Political-Economic Effects of Racism," in *The Capitalist System*, 3d. ed.

Professional Activities

Discussant, session on "Unions in Decline: Causes and Consequences, ASSA Meetings, New York, December 1985.

Chair, session on "The Political Economy of Race and Gender," ASSA Meetings, New York, December 1985.

Referee: National Science Foundation, National Academy of Sciences.

Editor, *Industrial Relations*.

Presentations

"Racial Inequality in the 1980s," keynote speech; and "The Political Economy of Divestment from South Africa," to Annual Summer Conference of the Union for Radical Political Economics, Massachusetts, August 1985.

"Postwar Racial Inequality: Trends and Theories," The Three Worlds of Labor Economics Conference, University of Utah, October 1985.

"How Social Structures of Accumulation Are Built," Allied Social Science Association Meeting, New York, December 1985.

James C. Robinson (Public Health)**Publications**

"The Impact of Hospital Market Structure on Patient Volume, Average Length of Stay, and the Cost of Care," *Journal of Health Economics*, December 1985.

"Philosophical Origins of the Economic Valuation of Life," *Milbank Memorial Fund Quarterly*, forthcoming.

"The Role of Specialized Clinical Services in Competition Among Hospitals" (with H. Luft, D. Garnick, S. Maerki and S. McPhee), *Inquiry*, forthcoming.

"Job Hazards and Job Security," *Journal of Health Politics, Policy, and Law*, forthcoming.

"Hospital Behavior in a Local Market Context" (with H. Luft, R. Hughes, D. Garnick, S. McPhee, S. Hunt and J. Showstack), *Medical Care Review*, forthcoming.

Nanette Sand (IIR)

Professional Activities

Member, Committee of Industrial Relations Librarians (CIRL). Participated in the CIRL conference held April 30-May 2, 1986, Detroit.

Member, Special Libraries Association. Served on Elections Committee, San Francisco Bay Region Chapter.

Member, California Library Association.

Member, LAUC - Berkeley. Served on Committee on Programs for Professional and Career Development.

Paul D. Staudohar (IIR)

Publications

Labor Relations in Professional Sports (with Robert C. Berry and William B. Gould), Dover, Mass: Auburn House Publ. Co, 1986.

The Sports Industry and Collective Bargaining, Ithaca, NY: ILR Press, Cornell Univ., 1986.

"Management and Public Policy in Plant Closure" (with Dale Yoder), *Sloan Management Review* 26, Summer 1985.

"Team Relocation in Professional Sports," *Labor Law Journal* 36, September 1985.

"Reflections of an Arbitrator," *Discipline and Grievances*, National Foremen's Institute, No. 539, February 1986.

"Reappraisal of the Right to Strike in California," *Journal of Collective Negotiations in the Public Sector*, forthcoming.

Professional Activities

Labor arbitrator in private industry and public employment.

Member, Editorial Board, *Journal of Collective Negotiations in the Public Sector*.

Member, Editorial Advisory Committee, *Personnel Journal*.

Presentations

"Administrative Procedures for Resolving Contractual Dispute" to the American Arbitration Association in San Francisco, January 21, 1985.

"New Dimensions in Labor Relations for Public Works Officials," for the Institute of Transportation Studies, University of California, Berkeley, in Richmond, May 7, 1985.

Barry M. Staw (Business Administration)

Publications

Research in Organizational Behavior 8 (ed. with L. L. Cummings), Greenwich, Conn.: JAI Press, 1986.

"The Managed Thought: The Role of Self-Justification and Impression Management in Organizational Settings" (with J. Chatman, N. Bell), in H.P. Sims and D.A. *Social Cognition in Organizations*, San Francisco: Jossey-Bass, 1986.

"The Dispositional Approach to Job Attitudes: A Lifetime Longitudinal Test" (with N.E. Bell and J.A. Clausen), *Administrative Science Quarterly*, March 1986.

"Expo 86: An Escalation Prototype" (with J. Ross), *Administrative Science Quarterly*, June 1986.

"Organizational Psychology and the Pursuit of the Happy/Productive Worker," *California Management Review*, June 1986.

"Behavior in Escalation Situations: Antecedents, Prototypes, and Solutions" (with J. Ross), in L.L. Cummings and B.M. Staw (eds.), *Research in Organizational Behavior* 9, forthcoming.

Professional Activities:

Served on editorial board of the following journals: *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *The Quarterly Review of Economics and Business*, *Journal of Managerial Psychology*.

Presentations

Keynote address, "Organizational Psychology and the Pursuit of the Happy/Productive Worker," American Psychological Association Division 14, Los Angeles, 1985.

David S. Stern (Education)**Publications**

"The Effects of Alternative School Programs on High School Completion and Labor Market Outcomes" (with James Catterall), *Educational Evaluation and Policy Analysis* 8(1):77-86, Spring 1986.

"Toward a Statewide System of Public School Accountability," *Education and Urban Society* 18.

California Dropouts, A Status Report, Sacramento: California State Department of Education.

"Compensation for Teachers," *Review of Research in Education* 13.

Professional Activities

Member, Technical Advisory Committee on Accountability, California State Department of Education.

Member, Oakland Alliance Working Group.

Member, Board of Reviewers, *Industrial Relations*.

Presentations

"Educational Attainment and Employment of Major Racial or Ethnic Groups in California," paper presented to University of California conference on educational underachievement of linguistic minorities.

Testified about high school dropouts before National Governors' Association task force on educational standards.

Testified about education and employment before California Joint Legislative Committee for Review of the Master Plan for Higher Education.

Laura Stock (IIR)**Publications**

"How Hazards Affect the Body," co-author, slide tape show, LOHP, UC Berkeley, 1985.

Video Views, Editor, quarterly newsletter of the VDT Coalition, LOHP.

Professional Activities

"VDT Health and Safety," series of ten sessions for California State Employees Association and the State of California Employment Development Department, November 1985-December 1986.

Consultant for Social Security Administration and the American Federation of Government Employees on joint labor/management policy for automated offices of Social Security nationwide, November 14, 1985.

Organized and chaired "VDT Speakout," public community forum on VDT health and safety, San Francisco, February 9, 1986.

Presentations

"Union Action for Health and Safety," presentation at the Nevada State AFL-CIO Occupational and Health Conference, Reno, November 9, 1985.

"VDTs and Health - Review of Scientific Literature," testimony before the Senate Industrial Relations Committee, Sacramento, April 9, 1986.

"Worker Education and User Participation in the Development of Protective Policies for VDT Operators" (co-author), International Scientific Conference "Work With Display Units," Stockholm, Sweden, May 13, 1986.

George Strauss (Business Administration)

Publications

"Workers Participation in the United States," in Edward Davis and Russell Lansbury, eds., *Democracy and Control in the Workplace*, Sydney: Longman-Cheshire, 1986.

Book review: Eric Batstone, Anthony Fermer, and Michael Terry, *Unions on the Board: An Experiment in Industrial Democracy* (Oxford: Basil Blackwell, 1983), in *American Journal of Sociology*.

Professional Activities

Associate Editor, *Industrial Relations*; referee for *Administrative Science Quarterly*, *Industrial Relations*, and *California Management Review*, and for MIT Press, University of California Press, and University of Sydney Press. Member of editorial board, *Yearbook of Organizational Democracy* (U.S. editor) and the *New Zealand Journal of Industrial Relations*.

Member, Executive Committee, Faculty Association; Working Group on Industrial Relations as a Field of the International Industrial Relations Research Association; Advisory Committee to the Labor Commissioner, State of California; Advisory Committee, Northern California Labor Archives.

Presentations

Graduation speaker, University of Sydney, April 1986.

"Present State of U.S. Industrial Relations"; "American Labor History--A Broad Sweep," Department of Industrial Relations, University of Sydney.

"New Trends in Personnel Administration in the U.S.," McQuarie University.

"Workers Participation in the U.S.," Department of Sociology, University of New South Wales.

"Concession Bargaining in the U.S.," Department of Industrial Relations, University of New South Wales.

"Present State of U.S. Unions," Australian Labour History Society.

"Workers Participation in the U.S.," Western Australian Institute of Technology.

"New Trends in Personnel Administration in the U.S."; "Conflict Management: A New Academic Field"; "Worker Participation--A Worldwide View"; "Use of Political Pressure Tactics by U.S. Unions," University of Western Australia.

"Present State of U.S. Unions"; "New Trends in Personnel Administration," University of Melbourne.

Marla Taylor (IIR)

Publications

"Yolo County Employees in 'History Making' Strike," *CPER Extra Edition* 66X, October 1986.

"Supreme Court Rules on Scope Under MMB Act," *CPER* 69, June 1986.

Professional Activities

Independent reviewer--ad hoc appointment by Director, Cooperative Extension, University of California, to make findings and recommendations regarding dispute in community program, January 1986.

Chairperson, El Cerrito Civil Service Commission, 1986.

Member, Women's Forum of Contra Costa County.

Lloyd Ulman (Economics)

Publications

"Some International Cross Currents in Industrial Relations," in E.G. Flamholtz and F. Hinman, eds., *The Future of Industrial Employee Relations*, Los Angeles: Institute of Industrial Relations, 1985.

Professional Activities

President, Industrial Relations Research Association.

Kim Voss

Publications

"Working Class Formation and the Knights of Labor, 1875-1895,"
(unpublished PhD dissertation, 1986).

Presentations

"Class Formation and the Knights of Labor," Southwest Labor Studies
Conference, March 1986.

"Craft Organization and Alliance Formation," Department of Sociology,
University of California, Davis, February 1986.

Harold L. Wilensky (Political Science)

Professional Activities

"Democratic Corporatism and Policy Linkages: The Interdependence of
Industrial, Labor Market, Incomes, and Social Policies in Eight
Countries" (with Lowell Turner), paper presented at the International
Political Science Association World Congress, Paris, July 15-20, 1985.
Chaired session there on "The Interdependence of Social Policy,
Economic Policy, and Labor Policy: A Cross-National View."

Chaired panel and presented paper "Unions in Transition: American Labor
in Comparative Perspective," 1986 Public Policy Conference, Institute
for Contemporary Studies, San Francisco, February 21, 1986.

Associate Editor, *Industrial Relations*.

Michael Wiseman (Economics)

Publications

"The BIJOU Teaching Support System," *Perspectives in Computing*, April
1986.

"Workfare," *California Journal* 16, July 1985.

Professional Activities

Advisory Board for Institute of Governmental Studies.

Chair, Advisory Board for Institute of Business and Economic Research.

Consultant to the Tax Collector, City and County of San Francisco.

"Proposition 17 and Effective Property Tax Rates in San Francisco,"
Research Papers in Economics No. 86-8, Institute of Business and
Economic Research, February 1986.

Presentations

Lecture series on poverty and urban development in four Chinese cities
(Guangzhca, Wuhan, Beijing, and Shanghai) invited by the
government of the People's Republic of China.

"What's To Be Gained? Welfare in California Since 1971" (with Vicky
Albert), Manpower Demonstration Research Corporation conference
on GAIN, Berkeley, February 28, 1986.

Earl J. Wyman (IIR)

Professional Activities

Member, Northern California Human Resources Council (NCHRC) and
advisor to the Berkeley Student Chapter of the NCHRC.

Active arbitrator, American Arbitration Association and California
Mediation and Conciliation Service.

Sheldon Zedeck (Psychology)

Publications

"Family Life Disruptions: Impact of Job-Induced Functional and Emotional
Interference" (with S.E. Jackson and E. Summers), *Academy of
Management Journal* 28, 1985.

"Commentary on Forty Questions About Validity Generalization and Meta-
analysis" (with P. R. Sackett, N. Schmitt, M. Tenopyr, J. Kehoe),
Personnel Psychology 38.

"A Process Analysis of the Assessment Center Method," *Research in
Organizational Behavior* 8.

Reviews of (1) Situational Leadership and (2) PSI Basic Skills Tests for
Business, Industry, and Government, in J. V. Mitchell, Jr. (Ed.),
Mental Measurements Yearbook, 9th ed., University of Nebraska Press
1985.

Professional Activities

President-Elect, Society for Industrial and Organizational Psychology,
Division of the American Psychological Association.

Executive Board, Society for Organizational Behavior.

Executive Committee, Personnel/Human Resources Division of the Academy
of Management.

Associate Editor, *Industrial Relations*; Editorial Board, *Journal of Applied Psychology*; Occasional Reviewer, *Organizational Behavior and Human Decision Processes*.

CENTER FOR LABOR RESEARCH AND EDUCATION

The center for Labor Research and Education, established in 1964, provides educational programs, engages in applied research, and publishes a variety of materials on issues relevant to organized labor. The Center works with a variety of organizations, including those representing blue-collar, professional, clerical, health care, and construction workers. The Center offers both basic-skilled training courses for inexperienced union leaders and members and more advanced programs, dealing with current issues, for more senior leadership.

Basic Skills Training

In 1986 the Labor Center offered 23 programs designed to improve basic union leadership skills. Total attendance at the courses approximated 1500. Some of these were directed primarily to shop stewards and other on-the-job union representatives. These dealt particularly with such topics as contract interpretation, grievance handling, organizing, and parliamentary procedure. Other courses, designed chiefly for higher level union officers, covered collective bargaining, arbitration, leadership, conflict resolution, and union leadership.

In addition, through sharing materials and lesson plans and helping to arrange appropriate training facilities, Labor Center Coordinators helped a number of individual unions develop their own training programs

Public Sector Programs

During the year the Center offered special conferences on the following subjects of special interest to public sector employee organizations:

- * The structure of collective bargaining for firefighters.
- * Pension and health care programs affecting public sector workers (a 2-1/2 day conference).
- * Fact finding in the public sector (offered in conjunction with the Institute's CPER and the state Public Employee Relations Board).

Employee Benefit Programs

Employee benefit programs are in a state of flux, especially as health care costs continue to rise and employers exert considerable pressures for benefit cutbacks. To meet demand in this area the Center organized four days of intensive seminars on collective bargaining issues affecting pensions and health-care cost containment. In addition it took part in a two-day nationwide teleconference, organized by the George Meany Center for Labor Studies. The Berkeley Center is now distributing two 40 minute videotapes used in the program.

"The Changing Situation of Workers and Their Unions"

In response to widespread interest in the publication by the AFL-CIO of its report on "The Changing Situation of Workers and Their Unions", the Center has sponsored a continuing series of informal evening seminars (three within the year), each concerned with reexamining labor's role during a period of rapid change. Among the topics discussed have been organizing,

collective bargaining, interunion cooperation, and labor's public image. A week long conference, held in September (in cooperation with the California Labor Federation) 1986, will focus on issues developed in these seminars. Some seminar discussions have led to papers appearing in the *Labor Center Reporter* (see below).

Publications

The *Labor Center Reporter* is a monthly publication distributed to all California labor organizations. Thirty five issues were distributed in 1985-86 (for a listing see the Publications section). Twenty six of the articles last year were written by graduate students who were also members of the Editorial Board. Nine articles were written by staff. This year the board included Lee Badgett, David Brauer, Allen Cheadle, Lupe Friez, Marlene Kim, Mary King, Tom Larson, Amelia Preece, Judy Rosenberg, Lisa Saunders, Bill Segal, Pam Tellew, Cathy Weinberger, John Williams, and Will Winter. Faculty members were Clair Brown and David Stern. Bruce Poyer served as Editor.

During the year the Center published three training and reference books for use by industrial relations practitioners:

* *California Workers' Rights: A Manual of Job Rights, Protections and Remedies* (by Joan Braconi, of our staff, and Alan Kopke). Designed for active unionists and management specialists this book describes in layman's language the main provisions of California law. Three years in preparation, the work was carefully reviewed by practicing attorneys before publication. To date 1900 copies have been sold.

* *California Workers' Compensation* (by Braconi and Kopke). This pocket sized popular pamphlet extracts material on workers compensation from the authors' larger work. This is the third of the Center's pocket sized pamphlet series. The two other pamphlets were revised to reflect recent legal changes and reissued in 1986. The first of these dealt with employee's due process rights in the public sector, the other with these rights in the private sector. All three pamphlets are selling very well.

* *How to Cost a Union Contract: A Guide for Union Negotiators* (by Paul Chown, Steve Diamond, Teresa Ghilarducci, Marlene Kim, Bruce Poyer, and Pam Tellew, all Institute staff or students). Designed as a workbook for self-study, this how-to-do-it training manual assists the reader in calculating the cost of bargaining offers and counteroffers as well as the cost of legislated changes in benefits and working conditions.

Scheduled for Fall 1986 publication is a how-to-do-it training guide on the steps to follow and the pitfalls to avoid in making claims under the California Unemployment and Disability Insurance programs.

Special Projects

* The Center co-sponsored a Bay Area conference on full employment policy, held in Berkeley February 21-22. The conference focused on the "Income and Job Action Act," introduced in Congress by Congressman Charles Hayes of Illinois, a featured speaker at the conference, and on companion bills introduced in the California legislature by Assemblyperson Tom Bates and in the City Council by Major Gus Newport. Minority groups were especially well represented among the 125 participants.

* For the 11th consecutive year the Labor Center coordinated the selection process for 52 college scholarships of \$500 each awarded annually to California students by the California Labor Federation. The role of the Center is to recommend appropriate materials for high school

seniors to study prior to the exam, to write the essay questions for the exam and the grading guidebooks for these questions, and to coordinate the work of graders, some of whom are Institute graduate students. A separate state-wide panel of judges selects the scholarship winners from the top 75 papers, as scored by the Center's readers.

* Fred Glass of San Francisco State University has completed his production for the Labor Center of a 15 minute film called "The Case of the Grieving Waitress". This film has proved invaluable for training in grievance handling.

Staff

Members of the Center's professional staff during the year were Paul Chown, Joan Braconi, Peter Guidry, and Bruce Poyer. The support staff consisted of Mona Purifoy, Catherine Davis, and Stephen F. Diamond. As reported elsewhere, Chown retired as of September 1, 1986 and will be succeeded in January by Martin Morgenstern.

LABOR CENTER PROGRAMS

1985-86

Single Union Programs

Program	Date	Location
Costing Contracts and Public Budgets International Brotherhood of Electrical Workers	August 7, 1985	Walnut Creek
Local Officers Leadership School Communications Workers of America District 6	August 4-9, 1985	Oklahoma
Western Area Leadership Conference International Federation of Professional and Technical Engineers	August 10, 1985	Berkeley
Leadership/Grievance Handling International Brotherhood of Electrical Workers	August 17, 1985	Pacifica
Stewards Training International Brotherhood of Electrical Workers	August 24, 1985	Sacramento
Women's Conference American Federation of Government Workers	August 21-23, 1985	Oakland
Stewards Training--Human Rights International Association of Machinists	September 18, 1985	Burlingame
Collective Bargaining Seminar Utility Workers of America	September 21, 1985	San Jose
Techniques of Fact Finding Communications Workers of America 9415	October 10, 1985	Oakland
Women's Employment Issues with S.F. Community College and the Department Store Employees Union 1100 (UFCW)	October 27, 1985	San Francisco

Fact Finding Seminar Communications Workers of America 9430	November 6-7, 1985	Burlingame
Survival and Leadership Training International Brotherhood of Teamsters	December 12-15, 1985	Denver
Stewards Training United Food and Commercial Workers 770	January 29, 1986	Los Angeles
Grievance Arbitration: S.F. Oakland Mailers Union 18	February 1986	San Francisco
Shop Stewards Training Amalgamated Transit Union	January 24-25 & February 1, 1986	Long Beach & San Francisco
Understanding Your Agreement Bakery, Confectionary & Tobacco Workers 85	February 22, 1986	Sacramento
Union Leadership Training Service Employees International Union 790	Spring 1986	Oakland
Collective Bargaining Federated Firefighters of California	April 25, 1986	Sacramento
Leadership Symposium Pacific Gas & Electric Co. and the International Brotherhood of Electrical Workers 1245	April 30, 1986	Chico
Leadership and Grievance Handling Amalgamated Transit Union	May 3, 1986	Chicago
Grievance Arbitration Seminar Distillery, Wine and Allied Workers	May 4-7, 1986	Carmel
Leadership Seminar Communications Workers of America 7400	May 18, 1986	Omaha
Western Summer Educational Conference United Food and Commercial Workers	June 2-7, 1986	Berkeley

Multi Union Programs

Program	Date	Location
S.F. Bay Area Labor-Management Conference, with the Industrial Relations Research Association and U.S. Dept. of Labor	September 25, 1985	San Francisco
Women in the Workforce, with the California Labor Federation of Labor	October 3-5, 1985	Los Angeles
Factfinding in PERB's Jurisdiction, with CPER (IIR)	October 6-8, 1985	Burlingame
Current Issues in Pension Systems, with Congress of California Seniors	October 16, 1985	Fresno
Survival Training for Recently-Appointed Union Representatives	November 10-12, 1985	Asilomar

Bargaining for Improved Health Care	November 14, 1986	Berkeley
Parliamentary Procedure with S.F. Community College Labor Studies Program	December 2 & 14, 1986	San Francisco & Berkeley
Duty of Fair Representation	January 10, 1986	Berkeley
Seminars on The Changing Situation of Workers and Their Unions	January 16, Feb. 20 March 5, 1985	Berkeley
Public Sector Pension Conference	January 24-25, 1986	Sacramento
Standards of Conduct for Federal Labor Organizations, with the U.S. Department of Labor	February 7, 1986	San Francisco
Job Protections and Employment Rights, with S. F. Community College Labor Studies Program	February 21, 1986	San Francisco
Quality of Life Action: The Road to Full Employment with the U.C. Afro-American Studies Department, Institute for the Study of Social Change and the Peace and Conflict Studies Program	February 21-22, 1986	Berkeley
A. Philip Randolph Institute Fifth Annual with the California Labor Federation	March 21-23, 1986	Anaheim
National Video Teleconference on Health Care Cost Containment, with the George Meany Center and Labor Institute for Public Affairs, AFL-CIO	April 21-22, 1986	Washington, D.C. and 20 other cities
Living with the LMRDA, with the U.S. Department of Labor and the San Francisco Labor Council	June 5, 1986	Burlingame
Legal and Economic Issues Affecting Employee Benefits Plans	June 12, 1986	Berkeley

LABOR OCCUPATIONAL HEALTH PROGRAM

History and Purpose

Established in 1974 by the Institute's Center for Labor Research and Education, the Labor Occupational Health Program (LOHP) offers workplace safety and health services to the labor and management communities, as well as to unorganized workers, health and legal professionals, students, other educational institutions, public interest groups, and the general public. Activities include: (1) development and distribution of publications and audiovisual materials; (2) training programs and conferences; (3) technical assistance; (4) policy research; (5) a resource library; and (6) continuing education courses for physicians, nurses, and industrial hygienists.

The passage of federal and California Occupational Safety and Health Acts in the early 1970s led to growing public awareness of safety and health on the job. The demand for training, information, and assistance grew as new findings came to light about the health effects of asbestos, PCBs, and pesticides and other substances; conditions in emerging industries such as electronics manufacturing; indoor air quality in the workplace; and the hazards of modern office technology including video display terminals, computers, and copiers. LOHP has kept current with these developments, and has developed into a respected information resource with a national reputation.

Funding

In earlier years, LOHP's activities were funded by the Ford Foundation, and later by the "New Directions" program of the U.S. Department of Labor, Occupational Safety and Health Administration. Since 1982, LOHP has been institutionalized within the University, with its major permanent funding received from the University's Northern California Occupational Health Center. The Center is a joint activity of the U.C. Berkeley, Davis, and San Francisco campuses. It combines the resources of programs in medicine, nursing, and public health with the worker outreach experience of LOHP to provide within the University a coordinated interdisciplinary focus on the health of the worker and the environmental quality of the workplace. As the Center's primary community outreach component, LOHP facilitates the exchange of information and experience among labor, industry, and the Center's researchers, faculty, and students, and helps to increase the visibility of the Center in the Northern California region.

Additional funding is received from the following sources:

* NIOSH (the National Institute for Occupational Safety and Health), a federal agency, has designated the Northern California Occupational Health Center as one of its fourteen national Educational Resource Centers. NIOSH funds support LOHP's Continuing Education programs for health professionals as well as many LOHP outreach activities directed toward the professional community.

* Contracts and grants from private foundations and government agencies has enabled LOHP to initiate a number of special projects. From 1983 to 1985, the Skaggs Foundation funded a joint effort by LOHP and the VDT Coalition to provide information and technical assistance to organized and unorganized workers who use video display terminals on the job. Beginning in 1985 and continuing into 1987, the San Francisco

Foundation has furnished funding for a pilot project designed to disseminate information on occupational health to minority and unorganized workers who seek treatment at several selected community medical clinics in the Bay Area. In mid-1986, LOHP and the California Firefighters were jointly awarded a major new contract from the State of California Department of Health Services, Office of AIDS, to educate leaders and members in a variety of Northern California unions about this controversial, troubling disease and its implications for occupational health.

In addition, contracts to develop specific educational materials have recently been awarded to LOHP by the California Department of Health Services, the Contractors' State License Board, the federal Occupational Safety and Health Administration, and U.C. Berkeley's Lawrence Hall of Science and Office of Environmental Health and Safety.

* Another important source of support is income generated from training activities and from sales of publications and films.

The 1985-86 Year: Focus Areas

LOHP's research, training, and publishing activities during 1985-86 were applicable to a broad range of occupations and workplace settings. Certain types of workplaces and certain issues, however, were selected for special attention. Priorities were based on several factors, including information and service requests received from labor and management; identification of underserved populations and neglected issues; regional and national topicality; and the interests of funding sources.

Current priorities include offices, laboratories, hospitals, and petrochemical plants. Increased emphasis was also placed on the problems of women, minority and unorganized workers. Among issues in which LOHP was heavily involved were video display terminals, indoor air pollution, "right to know" regulations, and workers' compensation.

Publications and Audiovisual Materials

LOHP produces and sells periodicals, books, information packets, fact sheets, films, slide shows, and videotapes, all of which are distributed nationally and internationally. An illustrated, 8-page *LOHP Catalog* is used to promote these materials, and a new edition is in preparation.

Monitor, LOHP's quarterly newsletter, has been published since 1974 and has subscribers around the world. The audience consists primarily of unions and their staff, officers, stewards, and individual member; libraries; health and environmental organizations; and health professionals. Some unions obtain multiple copies of each issue to distribute to key safety and health personnel. *Monitor* excerpts significant health and safety news; offers detailed original articles on hazards and issues; reports on LOHP activities; reviews new educational materials; and advertises LOHP events, publications, and films. This year *Monitor* featured major reports on workers' compensation, video display terminals, transit workers, and health and safety in developing countries.

Since 1983, LOHP has also assisted with the production of *Video Views*, the quarterly newsletter of the VDT Coalition. *Video Views* reports on VDT research and union action to control VDT hazards; it has a national readership of several hundred.

LOHP educational materials completed during 1985-86 included a new slide/tape module on basic toxicology, *How Hazards Affect the Body*, as well as a pamphlet on asbestos developed for the Contractors' State License Board. LOHP's popular information

packet on video display terminals was updated and expanded. In addition, a computerized curriculum designed to aid the general public in obtaining and understanding data on toxic chemicals was prepared for the Chemical Education for Public Understanding Project (CEPUP) at the University's Lawrence Hall of Science.

New materials currently in preparation include a slide/tape module on chemical hazards in laboratories and another on workers' "right to know" about hazardous substances. Preliminary planning has begun for new handbooks on occupational hazards in hospitals, legal rights of workers in the area of health and safety, and workers' compensation for occupational disease.

Training Programs and Conferences

Highlights among the many training programs and conferences offered by LOHP during 1985-86 were the following:

- * Ten short courses for health professionals were presented by LOHP's Continuing Education component. These ranged from one-day seminars to week-long, in-depth curricula, and are described in a later section of this report.

- * "Asbestos: Strategies for the Workplace, School, and Community," a major conference co-sponsored by LOHP, the Bay Area Committee on Occupational Safety and Health (BACOSH), and the Asbestos Victims of America, was held at the ILWU Local 6 Hall in Oakland on October 19, 1985. 75 participants, including present asbestos workers and some who contracted disease from work with asbestos in the past, shared their experiences and attended medical, technical, and legal workshops.

- * 75 Northern California workers who use video display terminals on the job attended "Speak Out on VDTs," co-sponsored by LOHP and the VDT Coalition, on February 7, 1986 in downtown San Francisco. The event featured a panel of public officials and media representatives who listened to attendees' testimony about the effects of VDTs on their working conditions and their health. Audio and video tapes of the "Speak Out" are being made available to unions as well as to radio and TV stations.

- * The Fifth Annual "Intensive Training Course for Union Representatives," was presented by LOHP the week of February 10-14, 1986 in Berkeley. As in previous years, a small group of selected staff, officers, and stewards from Northern California unions received a week-long grounding in health and safety skills and in techniques for training other union members. The curriculum which LOHP originally developed for this course has been distributed to unions and educational institutions throughout the U.S., and some now offer the course themselves.

- * "On the Move for Health and Safety," a conference for transit system employees throughout California, was held on May 9-10, 1986 in San Francisco. Co-sponsored by LOHP, the Coordinating Council of Bay Area Transit Unions, and San Francisco's Center for Municipal Occupational Safety and Health, the conference drew more than 70 rank-and-file unionists as well as local and national transit union leaders. Represented among the participants were drivers, mechanics, station agents, and transit system clericals. Medical, industrial hygiene, and legal experts gave presentations on major hazards and their control, and participants discussed their own work experiences.

LOHP staff also provided more than 35 other training programs during 1985-86, primarily for specific labor or labor/management groups. Programs ranged from workshops of a few hours to courses of several days' length. Groups who received training

included new union business agents, state and University employees, service employees, San Francisco transit drivers, art museum staff, sheet metal apprentices, printers, communications workers, staff of a garment workers' cooperative, minority health clinic staff, and hospital nurses. Training topics included hazard recognition, industrial hygiene, the "right to know," and video display terminals.

These structured training sessions were complemented by numerous talks given before labor, management, professional, and academic audiences. There were presentations, for example, to local union and Central Labor Council meetings, to management organization luncheons, and to medical students. LOHP staff also participated as speakers and trainers at broader regional and national educational events, such as the AFL-CIO's Fourth Western Regional Summer Institute for Union Women in Eugene, Oregon in July, 1985; the national convention of the Communications Workers of America in San Francisco in July, 1985; the national meeting of the American Public Health Association in Washington, D.C. in November, 1985; the Western Midyear Meeting of APHA in Berkeley in May, 1986; and regional meetings of the American Industrial Hygiene Association.

LOHP's Director, Robin Baker, M.P.H., and coordinator Laura Stock, M.P.H., were granted a special studies travel award by Ericksson Information Systems of Sweden to present a paper at, and participate in, an international scientific conference on video display terminals. The conference, "Work With Display Units," sponsored by the Swedish National Board of Occupational Safety and Health, was held May 12-15, 1986 in Stockholm.

During the spring semester of 1986, Ms. Baker was also the instructor of a graduate course "Occupational Health Education," offered by the U.C. Berkeley School of Public Health (Social and Administrative Health Sciences 274).

Technical Assistance

LOHP answers more than 200 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 and to survey workplaces; conducting walkthrough inspections at worksites and making 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.

Special Projects

In addition to short-term technical assistance services, LOHP continued to assist several ongoing special projects during 1984-85:

The VDT Coalition. This group of more than 50 labor organizations 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 provided the Coalition with: (a) technical expertise; (b) a shared resource library on current scientific and policy developments regarding VDTs; and (c) editorial and production help with *Video Views*.

The Indoor Air Pollution Project. LOHP provides advice and assistance to a coalition of labor and community groups working on the issue of indoor air pollution. The coalition successfully petitioned the Cal/OSHA Standards Board for a workplace ventilation standard, which was finally adopted in mid-1986. LOHP staff served as consultants to the Advisory Committee which the Standards Board appointed to develop this regulation.

California Workers' Compensation Reform Coalition. LOHP and Labor Center staff maintain close ties to this active group, composed of injured workers, union members with an interest in workers' compensation, professionals, and students. LOHP and the Labor Center offer meeting space and technical advice. The Coalition has drafted a program of proposed reforms of the California compensation system, many of which have been included in the legislative recommendations of the California Labor Federation.

Community Clinics Project. See the earlier section of this report on "Funding."

AIDS Project. See the earlier section of the report on "Funding."

Transit Study. During 1984 and 1985, LOHP's industrial hygienist, Patricia Quinlan, M.P.H., supervised a group of U.C. Berkeley industrial hygiene students in a study of transit hazards. The students were assigned to collect environmental monitoring data related to stress and hypertension among San Francisco MUNI bus drivers. This study was a component of the larger Stress and Hypertension Project conducted for the federal Urban Mass Transit Administration (UMTA) by the Center for Municipal Occupational Safety and Health (CMOSH) at San Francisco General Hospital. With the assistance of LOHP, a report on the results of the environmental monitoring component was prepared for the National Institute for Occupational Safety and Health (NIOSH). Some of this research, together with additional field surveys of transit hazards throughout the Bay Area conducted by Ms. Quinlan and a student, was used to plan the agenda for LOHP's May, 1986 transit workers' conference, "On the Move for Health and Safety."

Art Institute/Art Museum. Ms. Quinlan has also served since 1984 as supervisor of Berkeley industrial hygiene students engaged in a multi-year project to analyze health and safety hazards faced by employees at the San Francisco Art Institute, a private institution. The project includes employee training in hazard recognition and control. Several sets of recommendations for correction of problems have been submitted to Art Institute management, cooperates closely with the project. Ms. Quinlan has done related industrial hygiene studies at the Fine Arts Museums of San Francisco (De Young Museum) on an ongoing basis, and has provided training in art hazards to employees there.

Davis Industrial Hygiene Consultation. Ms. Quinlan works regularly as an industrial hygiene consultant at the Sacramento Occupational Health Clinic, a unit of U.C. Davis' Sacramento Medical Center, collaborating with a team of residents and medical students.

State Government Consultation. Robin Baker, M.P.H., LOHP's Director, served on a Cal/OSHA committee, mandated by the state legislature, which is assessing occupational health education in California. Ms. Baker also represents the Northern California Occupational Health Center at meetings of the Cal/OSHA Advisory Board. Various LOHP professional staff members have served on special Cal/OSHA advisory committees formed to research and develop specific new health and safety standards, and have acted as technical consultants to the state Assembly and Senate on proposed health and safety legislation.

Ms. Quinlan serves as a member of the Education and Legislative Subcommittees of the Indoor Air Pollution Task Force. The Task Force, composed of representatives of California government agencies and industry, reviews research and makes recommendations on the issue of indoor air pollution.

Library and Resource Center

LOHP's library and audiovisual collection together comprise the LOHP Resource Center, which is open to the public. The Resource Center now contains over 2,500 books, pamphlets, and periodical titles; thousands of articles, papers, and clippings; and nearly 100 motion picture films, videotapes, and slide presentations. It also incorporates an extensive special collection on video display terminal hazards, which is shared with the VDT Coalition. During 1986, the Resource Center was used by more than 300 students, workers, union representatives, management personnel, professionals, and others.

Continuing Education

Since late 1982, LOHP has housed the Continuing Education component of the Northern California Occupational Health Center, a comprehensive program for meeting the ongoing educational needs of the professional occupational health community in Northern California. Funded by the federal government's National Institute for Occupational Safety and Health (NIOSH), Continuing Education activities include workshops, classes, and conferences.

CE courses offer credit to nurses, physicians, and industrial hygienists. Most courses are also open to other individuals with a serious interest in occupational health, including union health and safety personnel.

During 1985-86, the CE program offered a full range of innovative courses, including "Nurses! Is Work Hazardous to Your Health?," "Spirometry: Pulmonary Function Testing in Occupational Health Settings," "Sampling and Evaluating Airborne Asbestos Dust," "Industrial Noise Control," and a repeat of the successful 1984 course "Health and Safety Training for Workers at Hazardous Waste Sites".

In addition to courses, the Continuing Education component conducts outreach activities such as 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. CE program staff also serve 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 awareness of occupationally linked problems and to facilitate program planning. Co-sponsorship of C.E. courses with such organizations allows the Northern California Occupational Health Center to reach new audiences, to maintain high visibility, and to encourage the organizations to devote additional resources to occupational health issues.

During 1985-86, the CE component was also involved in a number of ongoing special projects:

Vocational Education. One outreach project now underway will establish a pilot program in occupational health as part of the educational curriculum in a local vocational school, in cooperation with the American Lung Association of San Francisco, Occupational Health Committee.

Medical Education. For the past three years, the CE Program has worked with the medical community of the Bay Area, in cooperation with the American Medical Association and local medical societies, to assess the occupational health courses in their medical education. Surveys to assess occupational awareness were conducted with very good responses. Programs are now being planned which will address physicians' needs as determined by the surveys.

High-Risk Populations. A 1986 presentation to the Bay Area Black Consortium for Quality Health Care, a multidisciplinary organization of health providers, resulted in discussions currently underway which may lead to a long-term cooperative project focusing on the health education of high-risk populations.

American Cancer Society Slide Show. In 1986, the CE Program collaborated with the Alameda County Unit of the American Cancer Society in the development of a slide/tape program, "Cancer Education for Primary Care Physicians." The program includes material on occupational and environmental exposures as well as occupational considerations in the prevention and early detection of cancer. It also emphasizes the need for community health care providers to consider the occupational history of a patient.

American Lung Association (San Francisco Unit) Projects. A cooperative project involving education on indoor air pollution was conducted with the San Francisco Unit of the American Lung Association in 1985. In 1986, a new project began with the same organization to provide community education about asbestos hazards to homeowners and small contractors. The California Department of Health Services is also involved in this effort. A conference, "Working and Living with Asbestos in the Home," will be presented in the fall of 1986.

California Nurses Association Education Project. In 1985-86, the CE Program initiated and implemented an ongoing project with the California Nurses Association to present information on health and safety issues to hospital and clinic nurses. Two conferences for nurses have been held to date as a result of this effort.

San Francisco Toxics/Right to Know Project. The CE program is participating with several local business, labor, government, community, and health organizations in a coalition to publicize the hazards of toxic workplace chemicals and the need for worker access to information. Major sponsors of the coalition (the San Francisco Council on Workplace Health and Safety) include the American Cancer Society (California Division), the American Lung Association of San Francisco, Chevron Chemical, McKesson Corporation, several labor unions, and the City of San Francisco Department of Public Health.

The coalition intends to raise awareness of the state's "Worker Right to Know" law through a two-year public education campaign. Employers and employees will be informed of their rights and responsibilities under the law and provided with resources to assist in compliance. A special focus of the campaign is the small business community in industries with high chemical use, including auto shops, beauty salons, contractors, medical labs, laundries, printers, small manufacturers, and repair services.

A telephone resource line has already been established to give information and referrals, and educational packets have been distributed. Training and individual assistance is also offered.

Staff

As in previous years, LOHP worked during 1985-86 with Labor Center staff and Labor Center Chairman Paul Chown to coordinate the programs of the two units. LOHP's staff this year included: Robin Baker, M.P.H., Director; Patricia Quinlan, M.P.H., Industrial Hygienist/Assistant Director; Darryl Alexander, Labor Program Coordinator; Lela Morris, R.N., M.P.H., Coordinator of Continuing Education; Laura Stock, M.P.H., VDT Coordinator/Health Education Coordinator; Eugene Darling, Editorial and Administrative Assistant; Susan Salisbury, Library Coordinator; Anne Maramba-Ferrell, Office Coordinator; and Stephanie Cannizzo, Program Assistant. Elaine Askari, M.P.H., who served as a student intern at LOHP during 1985-86, became Coordinator for LOHP's AIDS Education Project in the summer of 1986. Ken Light continued as LOHP's Photographic Consultant, and Labor Center administrative employees Mona Purifoy and Cathy Davis assisted on a regular basis with LOHP office work.

CENTER FOR HUMAN RESOURCES PROGRAMS

The Center organizes courses, seminars, and conferences dealing with a wide range of personnel and industrial relations subjects. Programs range from introductory small intensive skill-training seminars on such topics as collective bargaining to advanced technical "state-of-the-art" conferences for experienced practitioners and academicians.

During the year the Center ran a total of 23 programs (see listing which follows). Attendance improved over previous years, in part because of the selective use of purchased address lists. Perhaps as a result of this more aggressive mailing campaign the number of participants from out of town and out of state rose significantly.

Among the highlights of the year were two "state-of-the-art" conferences dealing with two rapidly changing areas, "Selection Guidelines, Testing, and the EEOC" and "Performance Appraisal." Each of these conferences brought to San Francisco the country's leading academic and practitioner experts in their respective fields. The emphasis in these conferences was on recent research and applications. By design, discussion was somewhat technical. Paid attendance at the two conferences was 52 and 63 respectively. In addition they were well attended by University faculty and graduate students. These conferences were organized by Profs. Charles O'Reilly and Sheldon Zedeck, along with Dr. Cristina Banks, in collaboration with the Center staff.

The Center houses and provides staff assistance to a student group, the Berkeley Chapter of the Human Resources Council. This organization had an extremely successful year, as reported elsewhere.

The Center's staff includes Earl Wyman, Chair, and Katherine Mello.

CENTER FOR HUMAN RESOURCES PROGRAMS

1985-1986

Building Due Process Into Your Disciplinary Program	September 30, 1985
Collective Bargaining: Tactics, Techniques and Table Manners	October 7-9, 1985
Managing Your Day-to-Day Labor Relations: Administering the Collective Bargaining Agreement	October 28-29, 1985
So You've Just Been Told You're in Charge of Training...Now What?	November 4-5, 1985
Selection Guidelines and the EEOC	November 6, 1985
Performance Appraisal	January 16, 1986
Building Due Process Into Your Disciplinary Program	January 23, 1986

Dealing With the Union... With Confidence!	February 23-28, 1986
The Supervisor and the Union	March 3-4, 1986
Costing the Labor Agreement and Union Contract Demands	March 7, 1986
So You've Been Told You're in Charge of Training...Now What?	March 10-11, 1986
Basic Employment Interviewing Concepts and Skills and Employment Interviewing Law	March 20-21, 1986
Absenteeism	April 2-3, 1986
Complaints, Grievances, Work Rules and Discipline: The Day-to-Day Administration of the Labor-Management Agreement	April 7-08, 1986
Training Needs Assessment and Needs Analysis Techniques	April 9, 1986
Collective Bargaining: Tactics, Techniques and Table Manners	April 21-23, 1986
The Fundamentals of Wage and Salary Administration	April 28-29, 1986
Training Program Development and Training Techniques	May 22, 1986
Mock Collective Bargaining: A Simulated Exercise	June 2-3, 1986
Going to Arbitration	June 9-10, 1986
Building Due Process Into Your Disciplinary Program	June 13, 1986
Training Program Validation and Evaluation	June 17, 1986

CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM

The CPER Program was initiated in 1969 in response to requests from management and labor representatives for Institute assistance in dealing with the problems of introducing collective bargaining to the public sector. The Program not only serves the immediate needs of those party to the collective bargaining process, but also constitutes a comprehensive data base for research of all kinds.

The CPER Program includes (1) public sector employment relations research, both at the statewide and national levels, (2) publications, (3) reference and consultation services: cooperation with labor relations, academic, research, and community organizations, visiting scholars, faculty, students, public policymakers, and the news media, (4) cooperation in education programs and conferences presented by the Institute's Labor Center and Center for Human Resources Programs and by other institutions, (5) acquisition, organization, and storage of information in CPER's library of public sector data and publications.

As a neutral public service project, CPER has achieved high visibility among practitioners and legislators at all levels of government. The staff is frequently consulted by the Public Employment 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 Courts of Appeal and Supreme Court. Continuing information exchange relationships are maintained with statewide federations of public employers and public employee organizations, as well as with such state agencies as the Department of Industrial Relations, Employment Development Department, Department of Finance, State Personnel Board, and Department of Personnel Administration. The project has developed an unparalleled collection of primary and secondary source data. Because it is the only project of its kind in the U.S. and because of its unique resources, CPER has long been an important link in the national network of universities and government and private agencies concerned with public sector research.

Ongoing Research and Publications

Regular publications of the Program include the *CPER Quarterly Magazine*, *Extra Edition*, *Special Reporting Series*, and *Annual Index*. Subscribers receive all four serials, which constitute a nonduplicative, continuing record.

The CPER Quarterly Magazine. Now in its 18th year, the *CPER Quarterly Magazine* includes full coverage of developments in California public sector labor relations. In each issue of approximately 80 pages are analytical articles, case studies, legal analyses, news reports, abstracts of PERB decisions, and a log of arbitrators' awards identified by subject matter. Readers are encouraged to contribute to an Open Forum section.

Over the 1985-86 year, the magazine ran a series of major articles on a wide variety of subjects of current interest. In line with CPER's policy of making the Program a cooperative community effort, contributions from practitioners are encouraged. As a result, several lead articles were written by practitioners, in addition to those by staff members:

September 1985:

"Skelly v. State Personnel Board: A Ten-Year Perspective" (Richard Whitmore, Whitmore, Kay & Stevens, Palo Alto).

"Stotts: Small Step or Giant Leap in Title VII Law?" (James Wheaton, Public Advocates, Inc.).

"Forum: Two Views on Education's 50 Per Cent Law" (Robert J. Bezemek, Oakland, and Larry J. Frierson, Leibert, Cassidy & Frierson, Los Angeles).

"State High Court: Union May Collect Full Fees Pending 'Abood' Determination" (Dave Bowen, CPER staff).

December 1985:

"1985 FLSA Amendments Modify Law for Public Sector" (Jean C. Gaskill, Brobeck, Phleger & Harrison, San Francisco).

"Legality of Mandatory Retirement for Public Safety Employees" (Linda Jenson and Margaret Oldendorf, Liebert, Cassidy & Frierson, Los Angeles and San Francisco).

"SPB's Constitutional Authority Trimmed Again by State High Court" (Bonnie Bogue, CPER Staff).

"Ten Years of Skelly: Some Views on Its Impact" (Philip Tamoush, Arbitrator-Factfinder, Torrance).

March 1986:

"Child Care Services -- New Issues in the Workplace" (Lynn DeLapp, Project Manager, Assembly Office of Research; Dennis R. Batchelder, Chief of Labor Relations, State Department of Personnel Administration; Marjorie Ott, Field Director, California School Employees Association; Laura M. Wylie, Administrative Analyst, and Steven A. Larson, Administrative Services Director, City of Burbank).

"Labor-Management Fringe Benefit Trusts in California School Districts" Lee T. Paterson and David L. Cohen, Richards, Watson, Dreyfuss & Gershon, Los Angeles).

June 1986:

"Arbitrating Agency Fee Challenges: The Courts Set the Stage" (Alexander Cohn, Arbitrator, Napa, and R. Douglas Collins, Arbitrator and Executive Director, Los Angeles City Employee Relations Board).

"Factfinding: Some Comments, Guidelines and Proposals" (Philip Tamoush, Arbitrator-Factfinder, Torrance).

"Analysis: Supreme Court Decision on Lybarger v. L.A. City" (Jeffrey C. Freedman, Rexon, Freedman, Klepetar & Shomas, Los Angeles).

"Supreme Court Rules on Scope Under MMB Act" (Marla Taylor, CPER Staff).

A substantial part of each issue of the quarterly magazine is composed of shorter descriptive and analytical articles written by the staff. These cover (1) recent developments at each level of government, e.g., bargaining results, litigation, strikes, legislative actions, and (2) events of general interest regarding such matters as due process, duty of fair representation, employment, pension systems, discrimination, and affirmative action. In 1985-86, 157 pages were devoted to such articles.

Synopses of all final decisions issued by PERB during the year were also prepared by the staff and printed in the quarterly, as were summaries of key decisions by California public sector arbitrators (a total of 39 pages).

Extra Edition. For several years, subscribers urged CPER to publish more frequently. The kaleidoscopic nature of public sector labor relations and the speed with which changes occur in settlement trends, litigation, and PERB decisions call for fast reactions by practitioners. Although the *SRS* (see below) is viewed as essential for fast-breaking, urgent information, readers pressed the idea of moving to a scheduled periodical which would come out more than four times a year.

In response, the staff decided to experiment by adding four annual issues of an *Extra Edition*. A modest version of the quarterly magazine, the *Extra Edition* ran 22 pages in 1985-86, except for the April edition, which was 78 pages and contained an advance copy of the U.S. Department of Labor's "Application of the Fair Labor Standards Act to Employees of State and Local Governments." The *Extra* includes news reports and the traditional CPER abstract services (PERB and neutrals' decisions). New features, carried only in the *Extra*, are updates on pending litigation and legislation and notes on recent publications in the field.

When the *Extra* was started in 1984, it was decided that continuation of this increase in service would depend on subscriber support. Therefore, a readership questionnaire was sent to subscribers in January 1986. The response was strongly in favor of continuing. Approximately 98 per cent of respondents said the *Extra* added value to CPER's offerings. Specific questions were asked regarding the usefulness of the *Extra's* special services. Positive responses were: litigation section, 98 per cent; legislation section, 85 per cent; recent publications notes, 80 per cent.

Special Reporting Series. The practitioners' need for immediate information on events which occur between issues of *CPER* and the *Extra Edition* is met by publication of the *SRS*. As expected, use of the service has been reduced substantially by the move to eight scheduled publications.

Annual Index. This publication is the only comprehensive source available for research in California public sector labor relations. Annotated and cross-referenced, the *Index* is arranged in five parts: (1) by topic, (2) statutory index, (3) index of arbitration awards, (4) table of cases, and (5) table of PERB orders. The tables of cases and PERB orders are annual supplements to the *CPER Cumulative Table of Cases, 1969-1980*. The *Annual Index*, which runs approximately 100 pages, is now being compiled on a computer.

Occasional Publications

A revised edition of the *Pocket Guide to the Meyers-Milias-Brown Act* was published in November. This first in CPER's new Easy Reference Series (originally published in April 1985) had sold over 5,000 copies by the end of the year.

The Pocket Guide to the *Public Safety Officers Procedural Bill of Rights Act* was at the printer when the fiscal year ended. Like the first Pocket Guide, this is also designed primarily for first-line supervisors, shop stewards, and union representatives. It follows the same format: (1) a description of the law -- its history and how it works, (2) a copy of the act, (3) a subject guide to all major court cases, with summaries of each decision, citations, and references to CPER analyses, and (4) a specialized glossary. In view of the fact that "peace officers" are employed at all levels of government in California, it is expected that this Pocket Guide will at least match the popularity of that designed for MMBA users.

Work continues on a similar guide to the Educational Employment Relations Act, which is also scheduled to come out this year, as well as on a monograph dealing with strike experience in California since 1970 and the evolution of strike policy. The latter project is receiving assistance from Paul Johnston, a doctoral candidate in the Department of Sociology, who is computerizing CPER's voluminous strike data.

Reference and Consultation

Direct access to the CPER staff is considered to be one of the Program's more important offerings. For example, approximately 140 telephone reference questions were received and answered this year. The bulk 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.

The staff also spent considerable time assisting other persons and groups. For example, research questions were handled for central government agencies (Department of Personnel Administration, Legislative Analyst, Public Employment Relations Board, State Mediation and Conciliation Service); academicians (Boalt School of Law, New York State School of Industrial and Labor Relations, U.C. Berkeley, University of Illinois); union and employers groups (American Federation of State, County, and Municipal Employees, California Federation of Firefighters, California Federation of Teachers, California School Boards Association, California School Employees Association, California Teachers Association, California Union of State Employees, League of California Cities, Professional Engineers in State Government, School Employers Association, Service Employees International Union, Teamsters); media (*Contra Costa Times*, KQED, *L.A. Times*, *Oakland Tribune*, *S.F. Chronicle*, *S.F. Examiner*); other (American Arbitration Association, League of Women Voters, L.A. City Employee Relations Board, Pennsylvania School Boards Association, state Supreme Court).

Cooperation in Education Programs and Conferences

Normally, classroom and conference training programs in the field of public sector employment relations are conducted by the Institute's Center for Labor Research and Education and Center for Human Resources Programs. However, this year, at the special request of the state Public Employment Board, CPER staff agreed to cosponsor a training conference, "Factfinding '85: Issues, Trends, Problems." The day and a half program (October 6-7, 1985, San Francisco) was designed both for PERB factfinders and for the practitioners who use factfinding as a dispute resolution technique. Guest speakers included Senator Gary K. Hart, Chairman of the Senate Committee on Education; William G. Hamm, Legislative Analyst; and Gerald C. Hayward, Director of the Policy Analysis for California Education Project. Bonnie Bogue of the CPER staff chaired a workshop session on "The Factfinding Process." The success of this conference led PERB to invite CPER to cosponsor a similar conference in October 1986 in Los Angeles.

In addition to supporting Institute programs, CPER staff often cooperate with other institutions. This year, Bonnie Bogue was a panelist on "Comparable Worth and the Courts" for the American Arbitration Association; panelist on "Managing Discipline Problems Related to Drug and Alcohol Abuse" for the Western Regional Conference of the International Personnel Management Association; participant both as a planner and author on a public sector labor law book project of the State Bar's Labor and Employment Law Section; attended conferences of the American Bar Association, State Bar, and S.F. Bar. Marla Taylor was appointed to serve as a factfinder on a dispute in a community service program administered by U.C. Extension; appointed chair of the El Cerrito Civil Service Commission; attended conferences of the League of California Cities and the Labor Relations Institute of the County Supervisors Association of California. Meanwhile, Dave Bowen has had to restrict his staff activities substantially; he is now a professor at St. Mary's College, teaching in personnel and labor relations.

Acquisition and Storage of Information

Under the direction of Librarian Clara Stern, CPER maintains a specialized reference library which backs up the activities and services described above. The 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 factfinding 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. By special arrangement, this collection is open for reference and research by subscribers, academicians, students, and other interested parties.

Staff

B.V.H. Schneider, CPER Editor and Program Director; Bonnie G. Bogue, J.D., Associate Editor and Associate Director; Marla Taylor and David J. Bowen, Assistant Editors; Margaret Cunningham, J.D., Associate; Clara Stern, Librarian; Sharon Melnyk, Circulation Manager; Shizuko Okino, Staff Assistant.

STUDENT ACTIVITY

Thirty-three graduate students were associated with the Institute during 1985-86. The Research Assistants were assigned to individual faculty members affiliated with the Institute, with the exception of one who assisted the Labor Center in various aspects of its research and community service programs.

Doctoral dissertations completed during 1985-86 by students affiliated with the Institute are:

Nakiye Boyacigiller (Business Administration): "Organizational and Environmental Determinants of Staffing Patterns in Multi-National Corporations"

James Howard Peoples, Jr. (Economics): "The Expected Impact of Deregulation on Labor Earnings: The Long Distance Telecommunion Industry"

Sheila Puffer (OBIR): "Altruism in Organizations"

Willard Wagner (OBIR): "Contribution to Collective Goods Model and Experiment"

The following is a list of graduate students affiliated with the Institute during 1985-86:

Name	Department	Major Interests
William Barnett	Business Admin.	Environmental Determinants of Innovation
Nancy Bell	Business Admin.	The Assignment of Blame and Praise in Organizational Settings
Thomas Biddle	Business Admin.	Organizational Behavior
Elizabeth Bishop	Economics	Labor, International Development
Warren Boeker	Business Admin.	Organizational Origins: Effects of Firm Founding and Environment on Organizational Strategy and Inter-departmental Influence
Richard Boettger	Business Admin.	Decision-making and International Security
Philip Bokovoy	Economics	Labor; Public Finance; Law
Nakiye Boyacigiller	Business Admin.	Environmental and Organizational Determinants of Multinational Staffing
Richard Boyden	History	The San Francisco Machinists from Depression to Cold War, 1930-1950
David Brauer	Economics	Labor Markets in Israel
Jennifer Chatman	Business Admin.	Compliance, Identification, and Internationalization as Predictors of Employee Behavior
Allen Cheadle	Economics	Profit Sharing and Employee Stock Ownership
Nancy Euske	Business Admin.	The Role Social and Cultural Factors Play in Effecting Organizational Form and Functioning, Especially Control Systems

Guadalupe Frias	Business Admin.	Labor Management in a Large Electronic Company
Jerry Goodstein	Business Admin.	Organizational Strategy and Organizational Interdependence
Heather Haveman	Business Admin.	Organizational Behavior
Paul Huo	Business Admin.	Population Ecology of the Banking Industry: the Competition Between Different Forms
Thomas Janoski	Sociology	The Political Economy of Unemployment Labor Markets, Bargaining Strikes, Social Policy, Comparative Social Research
Marlene Kim	Economics	Labor; Comparative Economic Systems; Comparable Worth
Paul King	Psychology	Decision Making in Performance Appraisal and other Personnel Action
Thomas Larson	Economics	Job Placement of Young Black Males
Bedig Margossian	Economics	Industrial Organization, Mathematical Economics, Labor
Chris Martin	Economics	Incomes Policies in Yugoslavia
Pamela McKechnie	Business Admin.	The Consequences of Organizational Structure for "Intelligence" and Nonprogrammed Decisions
Stephen McMullin	Economics	Economics and Law: Union Organizing
Yoshifumi Nakata	Economics	An Analysis of Age-Seniority Wage Profile: A Case Study of the Japanese Nenko Wage System
Amelia Preece	Economics	The Effect of Urbanization on Women's Ability to Effect Her Family's Standard of Living
Lisa Saunders	Economics	Labor and Transportation: Collective Bargaining Under Deregulation in Intercity Airline Passenger Service
William Segal	Economics	The Role of the State in the Accumulation Process and the Relationship of Macropolicy to Labor Market Segmentation
Glenn Shor	Public Policy	Workers Compensation and Occupational Health Regulation; Insurance Regulations
John Talbot	Sociology	Development and Modernization; World Steel and Coffee Production
Pamela Tellew	Economics	Labor; Economic/Labor History; Law; Women's Work; Clerical Work
Lowell Turner	Political Science	Unions and Technological Change; Comparative Labor Movements

Berkeley Chapter Human Resources Council

The BCHRC is a campus organization of graduate and undergraduate students interested in the human resources management profession and is affiliated with both the Northern California Human Resources Council (NCHRC) and the American Society of Personnel Administration (ASPA). BCHRC maintains its office in the Center for Human Resources Programs and receives guidance from Dr. Cristina Banks, Research Associate for IIR and Adjunct Lecturer in the School of Business Administration and Department of Psychology. In 1985-86 BCHRC members initiated several new programs for students and assisted the Center for Human Resources in the presentation of several state-of-the-art seminars and workshops.

For BCHRC, highlights of 1985-86 included:

- * Mentorships -- Solicited by students from approximately 50 Northern California businesses and organizations, mentorships paired a BCHRC member with a human resource professional for one day to familiarize the student with the mentor's job and work environment.

- * Internships -- Banks served as Internship Chairman for the three college campuses (Berkeley, UCS Hayward, and UCS San Francisco). As Chair, she solicited internships from local business and organizations. Internships consisted of three to four month engagements with an employer during which the student either assisted the human resources professional with his or her responsibilities or completed a project of his or her own. Since January 1986, 25 internships were established through Banks and BCHRC.

- * Resume writing workshop and resume book -- BCHRC sponsored a resume writing workshop open to all students during Fall 1986. Following the workshop, Banks reviewed resumes for BCHRC members, and revised resumes were included in a resume book distributed to human resources professionals and other interested parties.

- * Interviewing workshop -- BCHRC also sponsored an interviewing workshop for helping students maximize their effectiveness in employment interviews. Four human resource professionals conducted mock interviews of BCHRC members and then provided feedback for improving students' effectiveness.

- * Student-sponsored Human Resource Professional Workshop -- Each year, NCHRC gives students the opportunity to develop a workshop for human resources professionals at one of the NCHRC monthly dinner meetings. Last year, BCHRC developed the workshop entitled, "How to Maximize the Effectiveness of Student Internships." This workshop was designed to give professionals tips on how to make the most of an intern-professional relationship. Students prepared, advertised, and conducted the workshops.

- * BCHRC breakfast -- BCHRC members hosted a breakfast during the Spring for human resources professionals and U.C. faculty in human resources and industrial psychology. The breakfast was designed to make the business community more aware of the Human Resources Program at Berkeley and of the activities of BCHRC. Information regarding academic programs, coursework, and faculty were distributed to human resources professionals as well as the BCHRC resume book. A total of 62 human resources professionals attended.

- * Invited speakers -- Periodically throughout the year, human resource professionals were invited to campus to inform students about careers in human resources and how to prepare for those careers. Representatives from several corporations made

presentations, including Raychem, Hewlett-Packard, and the Northern California Navy Exchange.

* Participation in conferences -- BCHRC members also participated in a number of conferences, some of which were sponsored by the Center for Human Resources and some by other professional organizations such as ASPA and NCHRC.

BCHRC Officers for 1985-86 included: Shawn Goddard and Sue Pinna, Co-Presidents; Chaudia Cheng, Programs Coordinator; Tom Lee, Public Relations Director; Amy November, Finance Manager; and Jeanine Fong, Communications Coordinator

LOHP Student Field Placements and Internships

The Labor Occupational Health Program offers field placements and internships for students from a wide variety of disciplines. Most of these students are from the Schools of Public Health, Berkeley, or Medicine and Nursing at San Francisco, although students from other departments and institutions are accepted as well. Student internships range in length from ten hours per week for a semester to six months full time. Interns are encouraged to develop practical skills through projects which may include project planning and evaluation, conferences and training sessions, policy research, or materials development. LOHP interns have gone on to work as industrial hygienists, physicians, nurses, and health educators in private industry, government, universities, and voluntary health agencies across the country and around the world. Last year's student interns included the following:

Elaine Askari (MPH student, Health Education, U.C. Berkeley). Topics: Video Display Terminals; Health Education in Community Clinics.

Mychelle Balthazard (MPH student, Health Education, U.C. Berkeley). Topic: Video Display Terminals.

Marcia Ceesay (MPH student, Health Education, U.C. Berkeley). Topic: State Policies on Occupational Health Education.

Mona Ellerbrock (MPH student, Health Education, U.C. Berkeley). Topic: Health Education in Community Clinics.

Barbara Elspas (MPH student, Health Education, U.C. Berkeley). Topic: Video Display Terminals.

Mario Felleto (MPH student, Industrial Hygiene, U.C. Berkeley). Topic: Respirator Training.

Effie Fourakis (MPH student, Industrial Hygiene, U.C. Berkeley). Topic: Slide Show on Laboratory Hazards.

Amy Goldberg (MPH student, Toxicology, U.C. Berkeley). Topic: Asbestos Conference; Community Clinics Project.

Anne Gordon (MPH student, Health Education, U.C. Berkeley). Topic: Video Display Terminals.

Kim Hagadone (Safety Engineering student, Cogswell College, San Francisco). Topic: Asbestos Conference.

Cynthia Hales (MPH student, Industrial Hygiene, U.C. Berkeley). Topic: Pamphlet on Hazards in the Printing Industry.

Dennis Keane (MPH student, Health Education, U.C. Berkeley). Topic: Video Display Terminals.

Taree Kalusner (MPH student, Health Education, U.C. Berkeley). Topic: Computer Database on Toxic Chemicals (under contract between LOHP and Chemical Education for Public Understanding Project, Lawrence Hall of Science, U.C. Berkeley).

Aftim Saba, M.D., and Al O'Campo, M.D., (U.C. San Francisco Occupational Medicine and U.C. Berkeley school of Public Health). Topic: Respirator Training.

Glenn Shor (Doctoral student, School of Public Policy, U.C. Berkeley). Topic: Workers' Compensation.

Center for Labor Research and Education

As mentioned earlier, the *Labor Center Reporter* is primarily a graduate student enterprise. Each issue of this newsletter consists of three short articles discussing subjects of relevance to labor. The editorial board for 1985-86 was comprised of 15 graduate students, along with two faculty members and a labor coordinator.

The William E. Ratcliffe scholarship (for \$500) was awarded to Pamela Tellew, A PhD candidate in Economics. This scholarship, which honors a long-time Business Agent, is awarded annually through the generosity of Local 775 of the United Food and Commercial Workers.

INSTITUTE PUBLICATIONS

Through its comprehensive publications program, the Institute seeks to disseminate research by its faculty and staff members to the academic community and to the general public. Publications include two journals, a newsletter, a faculty reprint series, proceedings of Institute conferences, and less frequently, books and pamphlets. A complete listing of all Institute publications is issued regularly and may be obtained on request.

Inquiries regarding the Institute's publications program come from students, faculty, libraries, unions, business firms, government, and interested individuals throughout the world. In addition, 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.

During 1985-86 the publications program was staffed by Marjorie Morrissette.

I. Periodicals

Industrial Relations: A Journal of Economy & Society

Articles and symposia on all aspects of the employment relationship, with special attention given to developments in the fields of labor economics, sociology, psychology, political science, and law.

Published three times yearly, Winter, Spring, and Fall.

Subscription rates:

	Annual Subscription	Three-Year Subscription	Single Issue
Domestic			
Individuals	\$15.00	\$35.00	\$5.00
Institutions	\$20.00	\$50.00	\$7.00
Foreign			
Individuals	\$16.00	\$38.00	\$5.50
Institutions	\$23.00	\$53.00	\$7.50

California Public Employee Relations

A research and publication program concerned with labor force, compensation, and collective bargaining developments in the California public sector. The subscription service for 1985-86 consisted of: (1) *CPER Magazine* (four quarterly issues containing analytical and descriptive articles, news coverage, abstracts of decisions of the Public Employment Relations Board and public sector arbitrators, and reprints of major court decisions); (2) *CPER Extra Edition* (four quarterly issues containing news, litigation and legislation updates, publications summaries, and abstracts of PERB and arbitrators' decisions); (3) *CPER Special Reporting Series* (interim bulletins); (4) *CPER Index* (general index, statutory index, table of cases,

index of neutrals' decisions); and (5) **CPER Information Exchange**, a cooperative arrangement whereby staff respond to individual research questions and subscribers are encouraged to contribute information from the field.

Subscription rate: \$125.00 per year.

Monitor

A bi-monthly health and safety newsletter covering medical, union, and workers' compensation questions; women's issues; film and book reviews; and current labor-related topics. The newsletter is published five times a year.

Subscription rate: \$10.00 per year.

Video Views

A quarterly newsletter on video display terminals published by the VDT Coalition at LOHP.

Subscription rate: \$5.00 per year.

Labor Center Reporter

A monthly series of newsletters providing economic and social analysis of issues of concern to the trade union community, published by the Center for Labor Research and Education. During 1985-86, the 35 newsletters listed below were issued; 15 were authored by students, 12 by staff, and 2 by invited experts. Examination copies are available.

No.

- 155 "IIR Annual Conference Report: Is Cooperation Possible?" by Allen Cheadle, (July-August).
- 156 "Union Input on Pension Funds," by Ramon Castellblanch (July-August).
- 157 "Children in Poverty in the United States," by Amelia Preece (July-August).
- 158 "Trade Unions in Nicaragua," by Allen Cheadle (September).
- 159 "1985 New York Hotel Strike," by Ramon Castellblanch (September).
- 160 "Protecting the Health Benefits of Retirees," by Bruce Poyer (September).
- 161 Calendar of Labor Center Programs--1985-86, Labor Center Staff (September).
- 162 "Has the Position of Women Workers Improved?" by Amelia Preece (October).
- 163 "The Changing Situation of the Workers and Their Unions," by Bruce Poyer (October).
- 164 "Is Blue Cross Leaving Oakland?" by Pamela Tellew (October).

- 165 "The U.S. Trade Crisis," by Clair Brown (November).
- 166 "Learning the Art of Full Employment: UAW & NUMMI," by David Stern (December).
- 167 "Union Struggle at Transamerica Airlines," by Allen Cheadle (December).
- 168 "PERS and UCRS--A Study in Contrasts," by Bruce Poyer (December).
- 169 "The 'Comparable Worth' Decision," by Marlene Kim (January).
- 170 "Two-Tier Wages," by Lisa Saunders (January).
- 171 "El Salvador Labor, Terror, and Peace," by Amelia Preece (January).
- 172 "Quality of Life Action: The Road to Full Employment," by Bruce Poyer (February).
- 173 "Academia's J.P. Stevens: The University of California," by John Williams (February).
- 174 "Watsonville Strikers Hang Tough," by William Segal (February).
- 175 "Health Care and Poverty: The Crisis Spreads," by Pamela Tellew (March).
- 176 "The Status of Black Women in the Labor Market," by Julianne Malveaux (March)
- 177 "How the FED Works," by Lee Badgett (March).
- 178 "The Budget, the Deficit, and Gramm-Rudman," by David Brauer (April).
- 179 "Health Care and Poverty--Part 2," by Pamela Tellew (April).
- 180 "On Strike for Your Future and Mine--Local P-9," by William Segal (April).
- 181 "Blue Cross/Blue Shield Organizing Drive," by Allen Cheadle (April).
- 182 "Fiscal Policy," by Catherine Weinberger (May).
- 183 "Daycare at the Workplace," by Mary King (May).
- 184 "Losing Ground: The Poor and Government Assistance," by Amelia Preece (May).
- 185 "New Threats to Injured Workers-- an LCR interview of Russell Youmans," by Bruce Poyer (June).
- 186 "Deregulations: The New Wave," by Lisa Saunders (June).
- 187 "AFGE Struggle at the Department of Labor--an LCR interview of Sarah Harper," by Lisa Saunders (July).

- 188 "Injured Workers United--Part I, an LCR interview of Shirley Conrad," by Pamela Tellew (July).
- 189 "Injured Workers United--Part II, an LCR interview of Shirley Conrad," by Pamela Tellew (July).

Subscription rate: \$15.00 per year. Back issues available.

II. Recent Miscellaneous Publications

California Public Employee Relations

Pocket Guide to the Meyers-Milias-Brown Act, revised edition, November 1985. Designed primarily for first-line supervisors, shop stewards, and union representatives. The 33-page *Pocket Guide* contains a description of the local government bargaining law (its history and how it works), a copy of the act, a subject guide to all major court cases, and a glossary of labor relations terms designed for MMBA users. (\$2.50 each; \$2.00 each for 5-49 copies. Lower rates for larger orders.)

Center for Labor Research and Education

Can They Just Fire Me?" Public Employees' Right to Due Process (national edition), by Steve Diamond, 1986, 52 pp. (\$1.00).

Hey the Boss Just Called Me Into the Office, the Weingarten Decision and the Right to Representation on the Job (new edition), by Steve Diamond, 1986, 22 pp. (\$1.00.)

How to Make the Best Use of Your Time, by Miriam Chown, 1985, 36 pp. (\$2.50 each; 10 or more copies, \$2.00).

California Workers Compensation by Joan Braconi and Alan Kopke, 1986, 26 pp. (\$1.00 each; 20 or more copies, .75)

California Workers Rights--A Manual of Job Rights, Protections and Remedies, by Joan Braconi and Alan Kopke, 1986, 286 pp. (\$12.95 each; discounts available for larger orders).

How To Cost a Union Contract--A Guide for Union Negotiators, Labor Training Series, Paul Chown, (ed.), 1986, 132 pp. (\$10.00 each; 5 or more, \$7.00).

"Labor and New Media Technology in the '80s: A Union of Necessity," *Research Report*, by Fred Glass, 1983 (\$2.00 each; 10 or more copies, \$1.00).

"Pension Fund Investments and Politics," *Research Report*, by Bruce Poyer, 1985, (\$1.00).

"Labor Law and the Employment of Undocumented Workers" *Research Report*, by Matthew D. Ross, 1985, (\$1.00).

Investments of California's Public Sector Pension Funds, by Michael Linfield, Pension Investment Unit, State of California, 1982 (\$20.00 for labor organizations, institutions, or agencies; \$10.00 for individuals).

Labor Training Series--Practical Economics for Trade Unionists, Part I: Mathematics to Fight Inflation: Developing Effective COLA Clauses, by Paul Chown, Teresa Ghilarducci, and Bruce Poyer, 1981, (\$10.00).

Accounting and Office Manual for Labor Unions, by Harry C. Fischer, C.P.A., revised 1979, (\$10.00).

Grievance Arbitration in Public Employment, by Paul D. Staudohar, 1977 (\$10.00).

Labor Occupational Health Program

Working For Your Life: A Woman's Guide to Job Health Hazards, 200 pp., (\$12.00).

Getting The Facts, outlines how to set up an occupational safety and health library, 100 pp. (\$6.00).

Workplace Health and Safety: A Guide to Collective Bargaining, 68 pp. (\$7.00).

Occupational Hazards of Construction: A Manual for Building Trades Apprentices, 221 pp. (\$12.00).

Hazards of Construction Instructor's Guide, 212 pp. (\$18.00).

A Guide to Health and Safety Laws for California Foundries, 75 pp. (\$2.50).

Health and Safety Handbook for Local Unions, 100 pp. (\$7.00).

Fruits of Your Labor: A Guide to Pesticide Hazards for California Field Workers, 100 pp. (\$10.00).

Health and Safety Issues Commonly Faced by Farmworkers: Answers to 67 Most Frequently Asked Questions, 68 pp. (\$5.00).

Labor Educators' Health and Safety Manual, 150 pp. (\$15.00).

"Hazards of Video Display Terminals," information packet (\$5.00).

"Indoor Air Pollution," information packet (\$5.00).

IV. Audiovisual Materials

Center for Labor Research and Education

The Case of the Grieving Waitress, a 15 minute, 35 mm film for training in grievance handling, useful in any union jurisdiction, especially for new shop stewards or business representatives; call the Labor Center for rental information.

Health Care Cost Containment Crisis, two 40 minute, 1/2 inch vhs tapes, in color, professionally produced by AFL-CIO's Labor Institute for Public Affairs; the tapes simulate several collective bargaining sessions in which the health care issues are presented, researched, and handled as they are usually encountered by both parties in contract negotiations. Useful for negotiators and health care administrators, and also for rank and file at union

meetings. Available on loan basis free of charge (costs paid by AFL-CIO). Call the Labor Center for handling arrangements.

Health Care Cost Containment Crisis, 5-1/2 hours of 1/2 inch vhs tapes, containing satellite broadcasts from Washington, DC, to 20 cities participating in the April 1986 teleconference, and containing all discussions and responses from the 20 cities including union participants in Berkeley. Useful for health care negotiators and administrators. Available on loan basis free of charge (costs paid by Berkeley participants). Call the Labor Center for handling arrangements.

Labor Occupational Health Program

Working for Your Life. A sixty-minute motion picture documentary examining the health problems of working women, distributed by LOHP. \$600.00 in 16mm film format; \$100.00 as a videotape.

Another Day's Living. A thirty-minute motion picture documentary about hazards in logging and sawmills, distributed by LOHP. \$400.00 in 16mm film format; \$100.00 as a videotape.

Danger: PCBs! A slide/tape module from LOHP, now also available as a videotape. Approximately fifteen minutes long, the module discusses the hazards of PCBs in the electrical industry. \$100.00 as a slide/tape set; \$75.00 as a videotape.

Pink Collar. A slide/tape module from LOHP about clerical workers, running approximately twenty minutes. \$100.00 as a slide/tape set; \$75.00 as a videotape.

THE JOURNAL

Now in its twenty-fifth year of operation, *Industrial Relations*, the Institute's academic journal, continues its broad focus and international appeal, and its circulation is steady at about 2,200 subscribers.

David Bowen and Clair Brown continued to share editorial responsibilities during the year, with Bowen handling submissions in the area of Industrial Relations and Brown overseeing those in Labor Economics. They are assisted by five Associate Editors in residence at Berkeley and an 18-member Board of Editors from U.C. and a number of universities elsewhere in the nation. In addition, over 50 scholars worldwide accepted invitations to appraise one or more manuscripts.

The journal remains a publication with a broad area of interest. Papers from a wide variety of disciplinary viewpoints were published during the year which have in common a focus on the workplace. The decision three years ago to publish more symposia on topics of current interest was also evident this past year, with symposia appearing in two of our three issues. In the fall, eight papers from the Second Berkeley Conference on Industrial Relations, together with an introduction by Joseph Garbarino, explored aspects of the changing environment of the American industrial relations system. Clair Brown and Bennett Harrison coordinated and edited a second symposium of eight papers on Industrial Restructuring and Labor Relations which appeared in the spring.

In the winter, we returned to our normal format and published five unsolicited articles and three research notes, including a major piece by the late Ezio Tarantelli on the theory of public goods as applied to wage-price stability. John Thomas Delaney also contributed a paper on the impact of strikes and arbitration on teacher nonwage bargaining outcomes.

The journal continues to receive many more papers than it can publish. The rejection rate is around 90 per cent, where it has been for at least the last decade.

The year 1985-86 also marked the end of Clair Brown's service as Co-editor. Michael Reich will assume her post in the fall. Barbara Porter continues her service as Managing Editor, as does Katherine Mooney as Assistant Editor and Susan Moreland as Circulation Manager.

THE LIBRARY

Through the years the Institute Library has played an important role in providing Institute faculty and students with research resources. Its aim has been to support and strengthen the Institute's research, teaching, and community service goals. The collection's growth and development have been determined largely by the teaching and research needs of the Institute faculty and students, who are its primary users. The Library has also served a wider public as well--faculty, students and staff from elsewhere on campus, visiting scholars, arbitrators, consultants, union members, company executives, and government officials. This continues to be true, and research and reference inquiries cover a wide range of information needs within the multidisciplinary field of Industrial Relations. Reference topics explore many areas--collective bargaining, human resource management, organizational behavior, labor union issues, labor history, manpower, work redesign, productivity, wages and compensation, and technological change. Users who require more exhaustive research held are referred to collections elsewhere on campus. There is overlap with a number of branch collections; those most closely allied are Government Documents, Business/Social Science, Education/Psychology, Public Health, and Law. However the convenience of a collection with an "industrial relations" focus is much appreciated by the many users who would otherwise need to search numerous widely scattered locations on campus for materials needed. Reference service, library orientation, and instruction in the use of the library are provided as library staff time is available.

This has been an encouraging year for the IIR Library. A major new information resource became available to IIR Library users when two computers were added to the library's equipment. One is a personal computer; this provides staff with the means to update and streamline a number of internal operations. The second is equipped with modem and telephone to enable users to "dial up" the MELVYL online database in order to locate bibliographic information available elsewhere in the U.C. library system. MELVYL is the U.C. libraries' nine-campus union catalog. This means that, at current writing, users can find well over five million holdings for books and over one million periodicals by searching this user-friendly database. A complementary database has been developed separately by the Berkeley General Library system and will soon be made available to Berkeley library users. It is nicknamed "GLADIS," and provides a fuller, more current listing of Berkeley campus holdings only. GLADIS supersedes the CATALOG 2 microfiche catalog which, five years ago, had replaced the General Library's enormous card catalog. During these recent years, IIR users have found access to Berkeley campus holdings on "CAT 2" a great boon. The advent of MELVYL and GLADIS are very important developments in the U.C. library world. In time, and budget permitting, the IIR Library will hope to provide its users with access to GLADIS, and further along the line may wish to close its traditional card catalog and place future acquisitions on line too.

For now, we continue to maintain the traditional card catalog; it is the initial, indispensable tool for locating IIR Library materials. More than 1,000 cataloged items are added each year. The full collection numbers more than 55,000 items--books, journals, newspapers, reports, reprints, dissertations, government documents, looseleaf services, working paper series, oral histories, and ephemera; more than 300 periodicals are entered regularly. New additions are announced bimonthly on the *New Acquisitions* list. Economy continues to be a compelling and discouraging consideration. This is increasingly so with budgetary cutbacks and the escalating costs of library materials and equipment. However,

the library has always enjoyed the support of faculty, students, and other friends who have given generously to the building of the collection through gifts of books and money. During this year, valuable gifts of monographs have been received from Mrs. Charles Gulick, Mrs. Max Guber, and Mr. Robert L. Raschen. The library depends, too, upon the publications exchange arrangements established through the years with colleagues in other academic institutions and with generous publishers, thanks to the fine reputation of the Institute's journal, *Industrial Relations*.

The librarian, Nanette Sand, attended this year's annual meeting of the Committee of Industrial Relations Librarians, held April 30 to May 2, in Detroit, and hosted by the librarians of Wayne State University and the United Auto Workers libraries. This was an opportunity to exchange ideas and information with professionals who collect similar materials. The IIR Library now houses the largest Industrial Relations collection on the West Coast. Nan serves as full-time librarian, assisted by Clara Stern, who is also the CPER librarian within the Institute, and who provides cataloging and reference expertise on a part-time basis. Allison Shock continues as Library Assistant II, and Rick Simas, Sudeshna Sengupta, and Marybeth Bacig have served consecutively as part-time student library assistants.

VISITORS

The Institute hosts many visitors each year from around the world. Some come for meetings with staff members and are here only briefly, while others arrange to come as visiting scholars and stay up to a year. These visits benefit both the scholar and the Institute. Long-term visits are usually initiated by the scholar who has a sabbatical leave which he or she wishes to spend at Berkeley. The scholar is appointed Research Associate by the Graduate Division which confers official visitor status at the Berkeley campus. Research associates during 1985-86 were:

Marianne Debouzy
University of Paris

Dov Elizure
Bar-Ilan University
Ramat-Gat, Israel

Abraham Friedman
The Hebrew University
Jerusalem, Israel

Peter Galasi
Karl Marx University
Budapest, Hungary

Kennth Hale
Wallongong University
Wollongong, Australia

Tadao Kano
Sangyo University
Fukuoka, Japan

Ralph Kessler
Occasional ITU Special
Representative and
Director, Union Democracy
in the ITU Project

Nelson Lichtenstein
Catholic University
Washington, DC

Julianne Malveaux
Post-Doctoral Fellow
National Research Council

Luigi Mariucci
University of Ancona
Bologna, Italy

Leela Ramamurthy
Applied Industrial
Management Services
Bombay, India

Other visitors

Gunilla Bradley
Department of Sociology
University of Stockholm

Jacques Fontaine
National Secretary
Metalworkers FBTB
Brussels, Belgium

Francois Gau
Jean-Paul Peaudcerf
Helene Peureux
APEC
Paris France

Rene Geybels
Secretary, General
Workers Union
Liege, Belgium

Robert Howard
Author, *Brave New
Workplace*
Viking Press

Anna-Greta Lejon
National Minister of Labor
Stockholm, Sweden

Arthur Manoharan
Occupational Health Unit
National Productivity
Board
Singapore

Cristina Marcuzzo
Department of Economics
Modena, Italy

Erik Ohrt
Peter Millelsen
Federation of Danish
Mechanical Engineering
and Metalworking
Industries
Copenhagen

Annalisa Rosselli
University of Rome
Italy

THE FACULTY

1985-86

Name	Department	Principal Fields of Research
Cristine Banks	Business Administration	Performance appraisal; role of women in subiness
David Brody	History (U.C. Davis)	Work and leisure in America; labor and American politics
Clair Brown	Economics	Living standards and income distribution; unemployment; income support programs; women in the labor force
Michael Burawoy	Sociology	Factory organization and production in socialist and capitalist societies
Glenn R. Carroll	Business Administration and Sociology (affiliated)	Organizational sociology; industrial development; quantitative methods
Earl F. Cheit	Business Administration	Economics of higher education
David Collier	Political Science	Relationship between state and organized labor in Latin America
William Dickens	Economics	Determinants of union growth and decline; occupational safety and health regulation; labor productivity
Edwin M. Epstein	Business Administration	Business and labor political activity
David E. Feller	Law	The law of collective bargaining; collective bargaining in higher education
Joseph W. Garbarino	Business Administration	Faculty unionism; public employee labor relations
Margaret Gordon	Social Welfare (Emeritus)	International comparisons of social welfare policies
Lawrence Katz	Business Administration	Determinants of cyclical labor market fluctuations; unemployment theories and policies; collective bargaining; wage and compensation determination theories and practices
Clark Kerr	Business Administration (Emeritus)	Economics of higher education

Jonathan Leonard	Business Administration	The impact of equal employment opportunity and affirmative action policy; compensation; unemployment and labor turnover
Raymond E. Miles	Business Administration	Organizational design; relationships between organizational environments and strategy
Charles O'Reilly	Business Administration	Personnel management; organizational demography
Michael Reich	Economics	Labor market segmentation; racial discrimination; income differentials
Karlene Roberts	Business Administration	Avoidance of errors in complex systems; communications
James Robinson	Public Health	Workplace hazards on productivity and unionism
Barry M. Staw	Business Administration	Commitment; determination of job attitudes; attribution theory; relationship between disposition and job satisfaction
David S. Stern	Education	Analyses of high school and vocational education programs; teachers' compensation
George Strauss	Business Administration	Studies on the boundary between organizational behavior and industrial relations, especially workers' participation in management
Lloyd Ulman	Economics	Collective bargaining, especially its impact on wages and prices; incomes policies from an international perspective; manpower policies
Jan Vetter	Law	Equal employment in higher education; law of union-management relations
Kim Voss	Sociology	Alliances between skilled and less skilled workers in U.S. in late 19th Century
Harold L. Wilensky	Political Science	Comparative political economy; public policy; politics of taxing and spending; welfare policies
Michael Wiseman	Economics	Welfare programs; office automation
Sheldon Zedeck	Psychology	Assessment center processes; personnel psychology

THE PROFESSIONAL STAFF

Darryl Alexander	Program Coordinator, Labor Occupational Health Program
Robin Baker	Director, Labor Occupational Health Program
Bonnie G. Bogue	Associate Director, California Public Employee Relations Program
David J. Bowen	Editor, <i>Industrial Relations</i> , and Associate, California Public Employee Relations Program
Joan M. Braconi	Program Coordinator, Center for Labor Research and Education
Clair Brown	Associate Director of the Institute
Paul Chown	Chair, Center for Labor Research and Education
Margaret Cunningham	Associate, California Public Employee Relations Program
Peter Guidry	Program Coordinator, Center for Labor Research and Education
M. Katherine Mooney	Assistant Editor, <i>Industrial Relations</i>
Lela Morris	Continuing Education Coordinator, Labor Occupational Health Program
J. Bruce Poyer	Program Coordinator, Center for Labor Research and Education
Patricia Quinlan	Industrial Hygienist and Assistant Director, Labor Occupational Health Program
Nanette O. Sand	Librarian, Institute Library
Betty V. H. Schneider	Director, California Public Employee Relations Program
Clara S. Stern	Associate Librarian, California Public Employee Relations Program Library and IIR Library
Laura Stock	Program Coordinator, Labor Occupational Health Program
George Strauss	Director of the Institute
Marla Taylor	Associate, California Public Employee Relations Program
Earl J. Wyman	Chair, Center for Human Resources Programs
Sheldon Zedeck	Associate Director of the Institute

THE ADMINISTRATIVE AND CLERICAL STAFF

Stephanie Cannizzo	Secretary for the Labor Occupational Health Program
Eugene S. Darling	Editorial Assistant for the Labor Occupational Health Program
Catherine Davis	Editorial Assistant for the Center for Labor Research and Education
Stephen F. Diamond	Program Representative for the Center for Labor Research and Education
John Frey	Student Assistant for the Institute Library
Marian Gade	Research Associate for Clark Kerr
Maureen Kawaoka	Secretary for Clark Kerr
Anne Maramba-Ferrell	Secretary for the Labor Occupational Health Program
Katherine Mello	Program Assistant for the Center for Human Resources Programs
Sharon Melnyk	Circulation Manager for <i>California Public Employee Relations</i>
Susan P. Moreland	Circulation Manager for <i>Industrial Relations</i>
Marjorie Morrissette	Receptionist and Publications Assistant for the Institute
Shizuko Okino	Circulation Assistant for <i>California Public Employee Relations</i>
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