



The  
Institute of Industrial Relations  
University of California  
Berkeley

**IR**

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

**1984-1985**

**REPORT ON**

**RESEARCH ● TRAINING**

**and**

**COMMUNITY ACTIVITIES**

**1984-1985**

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**INSTITUTE OF INDUSTRIAL RELATIONS ● UNIVERSITY OF  
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## ABOUT THE INSTITUTE

The Institute of Industrial Relations at Berkeley was established by Legislative mandate in 1945, as was its sister Institute at Los Angeles. Following this mandate it engages in research, graduate training, and community service.

The twenty-six faculty members currently associated with the 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 1984-85, the Institute provided research training for 28 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. 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 1984-85, 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. 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.

## FROM THE DIRECTOR

This year marks the Institute's Fortieth Anniversary. On January 8, 1945, Governor Earl Warren recommended the establishment of a School of Industrial Relations at Berkeley and Los Angeles. Fearing that the end of the war would lead to a resumption of the bitter labor-management battles waged in California during the 1930's, the Governor argued that such a school would help establish "honest and open labor-management relations." "The techniques in this field," he said, "are at least as important as those in the fields of business management." Though downgrading the School to an Institute, the Legislature gave its approval on June 17. Clark Kerr, the first director of the Berkeley Institute, assumed his position in Fall 1945.

The Governor's message, the language of the authorizing bill, and the reports of the campus and state-wide committees which set the direction for the new Institute all made it clear that the Institute would have two functions. As with other University Organized Research Units, its first charge was to engage in research and to provide research apprenticeships for graduate students. But in addition, the Institute was to offer educational services to the community--and especially to unions and management. The expectation was that these two roles, research and community service, would be mutually reinforcing: the Institute's contacts in the community would facilitate research; meanwhile, its research would form the basis for its community outreach programs. As the remainder of this Report reflects, the Institute faithfully continues to discharge its two duties.

Significantly, the Institute's 40th Anniversary comes at a time when industrial relations in America are undergoing a period of change unparalleled since the 1930's and 1940's. Among these changes have been the rapid decline in the percentage of American workers who are unionized; plant shutdowns, especially in "smokestack industries" (in California as well as in the mid-West); concession bargaining; alterations in traditional wage relationships; and growing concern over the costs of health care and pension benefits. On the other hand, while older manufacturing firms are declining, employment in high technology "Silicon Valley" 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-paid 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 concession bargaining and favorable tax treatment, workers in a growing number of companies now have extensive stockholdings. Job redesign, 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 developed strong union support. Many of the Institute's activities last year focused on these developments. A few examples are presented below (for more extensive description, see the pages that follow).

\* In the summer of 1984, the Institute announced "The Second Berkeley Conference on Industrial Relations" (the first was in 1982), with papers to be selected on a

competitive basis. In response to nation-wide advertising, a total of 117 entries were submitted, with the list of authors including a high percentage of the country's active researchers. From these entries, a faculty committee, working through the summer of 1984, selected nine for presentation. Two dealt with developments in the auto industry, two with the impact of recent industrial relations developments on other industries, two with workers' participation in management, and three with the impact of the law on union organizing. Eight of the conference papers will appear in a forthcoming edition of our journal, *Industrial Relations*.

The conference itself was held at the Faculty Club on February 22-23, 1985. The papers were distributed in advance and attendance was by invitation only. Among the participants were academicians from eight Eastern and Midwest universities and six from West Coast institutions. Eight practitioners (four each from labor and management) were added to keep the rest of the group from becoming too theoretical. Discussion was highly informal, with only two announced speakers, Regents' Lecturer Douglas Fraser (see below) and Roger Dunn, Vice President, Human Resources, Kaiser Aluminum and Chemical.

\* Our 1985 public practitioner-oriented conference, "New Directions in Labor Relations: Is Cooperation Possible?" dealt with many of the same issues as the research conference, but with a somewhat more applied orientation. The main speakers were Thomas Donahue, Secretary-Treasurer of the AFL-CIO and Roger Dunn of Kaiser Aluminum and Chemical. Among the conference highlights was a panel discussion of new developments at NUMMI, the pioneering GM-Toyota joint venture. As befitted the Institute's 40th Anniversary Conference, our luncheon speaker was Clark Kerr. Kerr was introduced by Emeritus Dean E.T. Grether, Kerr's original sponsor at Berkeley and the Institute's second director. Kerr's own talk dealt with changes in industrial relations over the last 40 years. During the afternoon, special workshops focused on such topics as quality of worklife, employee stock ownership and profit sharing, comparable worth, and joint economic and development programs.

\* Another of the year's main events was the presence of Regents' Lecturer Douglas Fraser, retired President of the United Auto Workers. Cosponsored by the Institute and the School of Business Administration, Fraser made a two-week trip to Berkeley in November and another in February. While here, he took an active part in Institute activities. Besides participating in the February research conference, Fraser spoke at our Bay Area Labor Seminar and at two Institute labor programs (one on labor law, the other on the meaning of the 1984 Presidential elections). In addition, he was frequently available for informal discussions with students and staff.

Faculty and graduate student research during 1984-85 covered a range of topics, including issues relevant to the concerns of practitioners as well as academicians.

\* William Dickens, Jonathan Leonard, and Lloyd Ulman have underway a series of projects examining recent union membership decline, looking particularly at such factors as wage differentials and changes in the occupational and demographic makeup of the labor force. The erosion of union strength commonly has been blamed on the decline in manufacturing employment, but clearly much more is involved. While Dickens, Ulman, and Leonard have been concerned with numbers of union members, John Freeman and Glenn Carroll have been studying numbers of unions. Making use of a new field in sociology, the population ecology of organizations, they have been seeking to discover general laws explaining the birth and death of organizations - in this case testing their theories in terms of union survival. Freeman (with the assistance of several graduate students) has been looking at life and death among national unions. In separate studies, Carroll and Kim Voss (a new faculty member in Sociology, see below) have been testing

these same theories utilizing a unique set of data on local unions within the Knights of Labor.

Silicon Valley represents a sharp contrast to smokestack America. Whether or not it will provide a model for the future of American industrial relations, it offers fascinating opportunities for research. Charles O'Reilly, an organizational psychologist, has been examining the changing role of the human resource function in Bay Area firms, with a special emphasis on high technology firms. His research was based on intensive interviews with key human resources executives. Popular writers have argued that successful firms (including a considerable number in Silicon Valley) enjoy distinctive "corporate cultures." O'Reilly has been examining this concept and testing it empirically in high technology firms.

Among the unique aspects of high technology firms is their use of compensation. O'Reilly, along with Jonathan Leonard and Lawrence Katz (the latter two are economists), is planning a new project to examine Silicon Valley compensation practices. Meanwhile, John Freeman has examined the process of birth, growth, decline, and death of semiconductor firms, using much the same analytical and theoretical tools that he has been applying to unions.

\* Changes in industrial structure and in industrial relations are not confined to the United States. Throughout the developed world, manufacturing employment is dropping, as is the percent of the workforce unionized. The patterns in other countries, however, are sufficiently different to permit instructive comparisons. In separate but overlapping investigations, Lloyd Ulman and Harold Wilensky have been engaged in long-range comparative studies of major countries throughout the world. Both have been concerned with the respective roles of unions, collective bargaining, and the state. Ulman and Wilensky each edited special issues of our journal, *Industrial Relations*, on the subjects "Industrial Relations and High Unemployment Abroad" and "Active Labor Market Policies: Lessons from Abroad," respectively. David Collier, too, has been grappling with the state-union issue, but from the special perspective of developing economies in Latin America.

Wilensky has received a \$50,000 grant from the Ford Foundation this year for a study of "Tax and Spend: The Political Economy of Welfare in International Perspective." At the same time, Michael Burawoy was awarded \$97,300 by the National Science Foundation to enable him to continue his research on "Factory Organization in Eastern Europe." Burawoy, a sociologist, drew on his earlier training as a machinist while working as a participant-observer in a Hungarian machine shop during the summer of 1984. In January, he returned to Hungary, this time to work as a furnaceman in a steel mill. All this is grist for his forthcoming book on *The Politics of Production*.

\* Perhaps the most significant industrial relations changes of the last twenty-five years have occurred in ethnic and gender relationships rather than in collective bargaining. Institute researchers have maintained a continuing interest in this area. Clair Brown is engaged in a long-term project examining how economic growth in the United States has affected the respective work roles and standards-of-living of men, women, and children, and of black families.

Jonathan Leonard is immersed in a major study of the impact of governmental equal employment and affirmative action programs on ethnic and gender patterns of employment. His primary source of data consists of reports to agencies of some 70,000 firms with about 16 million employees subject to employment discrimination programs. To date, his findings have led to a 400-page report, plus at least six scholarly articles. His work has been widely cited, including in the *New York Times*, *Wall Street Journal*,

*Washington Post*, and the President's *Budget Message*. Additionally, Leonard has been exploring the relationships between affirmative action and unionism and the impact of affirmative action on productivity.

- \* William Dickens and James Robinson (a new faculty member in public health, see below) share a common interest in the impact of occupational health and safety on industrial relations and the economy generally. Currently, they are at work on a study of the relationship between health hazards and worker support for unions.

In addition to our research efforts and conferences, the Institute's various community service units have enjoyed an active and creative year.

- \* A small sampling of the Labor Center's activities includes the following: a class on Time Management for Business Agents (as well as an illustrated pamphlet on the same subject); a week-long Summer Institute for Union Women, at Santa Cruz; another week-long conference, this time for the Food and Commercial Workers, attended by over 200 people, including this union's top leadership, and held at the new Dwight-Derby complex; a three-day Sacramento conference on public-sector pensions, bringing together representatives from unions, management, and the legislature; a conference on Quality of Worklife for the City of Berkeley; and an Attitude Survey of members of a Bay Area local union.

- \* 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, Sheldon Zedeck and Earl Wyman (with Charles O'Reilly's assistance) have developed a series of "leading edge" conferences dealing with new developments in human resources management. One such conference dealt with comparable worth. Speakers included two of the country's top psychologists working in this area, as well as two leading out-of-town management experts. Attendance was over 90, including five Berkeley faculty members. Similar conferences were organized on Utility Analysis (cost-benefit analysis of human resource programs) and Management Development and Succession Planning.

- \* 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), and health hazards of hospital workers. Conferences on each of these subjects were held last year. The indoor air pollution conference, which was jointly sponsored with the State Department of Health Services and the American Lung Association, brought together representatives of business and labor, as well as researchers (including staff from the Lawrence Berkeley Lab). Additionally, LOHP received a \$23,000 San Francisco Foundation grant for a new program to extend awareness of occupational health programs to largely low-income patients of Bay Area clinics. This demonstration project will involve preparing material for distribution to patients as well as training clinic personnel.

- \* In addition to its regular publications, the California Public Employee Relations unit published special articles and issues on major public-sector developments occurring throughout the year. Perhaps the most notable of these was the State Supreme Court decision legalizing public-sector strikes in California (except for essential services) and a U.S. Supreme Court decision extending the wages and hours provisions of the Fair Labor Standards Act to state and local government employees. Moving quickly to respond to this second decision, CPER organized a conference on "The Fair Labor Standards Act and the Public Sector". Attendance was in excess of 200. CPER also published a highly popular *Pocket Guide to the Meyers-Milias-Brown Act*, the basic law covering local government labor relations.

\* During the year, the San Francisco labor movement proposed the establishment of a Northern California Labor Archive which would provide a central depository for union and union-management historical records for much of the West Coast. While we at the Institute were most eager to have such an Archive at Berkeley, after consultation with authorities at the Central and Kelson Libraries, we reluctantly decided we had neither the staff nor space to handle the materials. Thus, we endorsed the proposal to establish such an Archive at San Francisco State University. After extensive lobbying, the Legislature appropriated the necessary monies and the Archive has been established with its own building and staff. Paul Chown is a board member of the Labor Foundation, the Archive's fund-raising branch, while George Strauss serves as a member of the Archive's Advisory Committee.

\* The Institute's computer facilities and capabilities continue to grow. Two years ago we possessed not a single computer. Today we own four PCs, four main frame terminals, a laser printer, and two conventional printers. Step-by-step, a majority of the staff has learned computer skills. Most of our publications (including this one) are now computer set. Within a year, the savings in printing costs alone should pay back our investment. Demand for PCs and terminals 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.

\* Among its activities during the year, the Institute's faculty Research Committee discussed our Reprint Series as well as the criteria for distribution of research assistantships among faculty researchers. Guidelines on both subjects will be issued soon.

\* The size of the Institute's faculty roster continues to grow. In January 1985 we celebrated the addition of Lawrence Katz, a new assistant professor of Business Administration. An economist by training, Katz studies such topics as cyclical fluctuations in the labor market, unemployment, and wages and compensation practices generally. Two additional faculty 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 will work closely with our Labor Occupational Health Program. Kim Vos, a newcomer in Sociology, has a broad interest in unionism generally; her current research focuses on the Knights of Labor. Finally, in January 1986 we expect still another faculty member, Theda Skocpol, a sociologist whose interests include the labor movement.

## 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. In particular, the emphasis placed on structural centralization is re-examined. This work has been undertaken jointly with David Soskice of University College, Oxford, and Michael Shalev of Hebrew University, Jerusalem.

Finally, in conjunction with William Dickens (Economics) and Stephen McMullin (graduate student in Economics), Ulman continued efforts to relate union membership and nonmembership to the wages of nonunion workers relative to current or recent past employment alternatives. The hypothesis of the project is that if workers seek to "satisfice" rather than to maximize their incomes they may be content with nonunion wages which are high relative to those in their respective "orbits of comparison" and, as a result, may not aggressively seek to raise their wages to union levels by incurring the risks and costs of organization.

William Dickens is investigating the impact of the threat of unionization on non-union wages and employment. He also completed work on a study of the effects of the threat of runaway offices on clerical organizing.

Michael Burawoy (Sociology) completed research into the effects of plant closures on industrial relations in the Bay Area.

David Collier (Political Science) is completing his comparative/historical analysis of the evolution of linkages among trade unions, political parties, and the state in the twentieth century in eight Latin American countries. His forthcoming book, *Unions, Parties, and Regimes in Latin America* presents arguments which provide a new basis for understanding the striking contemporary contrasts in labor politics among these countries.

David E. Feller (Law) has continued work on a comparative study of California statutes which require that different public agencies affiliated with the state meet to "bargain," "negotiate," "confer," "consult," or "discuss," wages, hours, and conditions of employment with representatives of their employees. The nature of the duties so imposed, and the differences between them are currently the subject of considerable litigation before the Public Employment Relations Board and in the courts. Feller's project involves a detailed study of the evolution of the various statutes and the implications to be drawn therefrom and an analysis of the PERB and court decisions construing them.

Stephen D. Sugarman (Law) has been engaged in a study of the American scheme of employee benefits and social insurance with the aim of proposing comprehensive reform. He has written a draft proposal for restructuring existing income protection arrangements in cases of short-term leave from employment. This plan would replace existing benefits for sick leave, unemployment compensation, vacation pay, paid holidays, short-term work injuries and the like with a new "earned paid leave" benefit routinely provided along with all forms of employment.

John Freeman (Business Administration) is investigating the organizational ecology of national labor unions. This is an on-going project conducted both at Berkeley and Stanford and has been supported for several years by grants from the National Science Foundation. The purpose of the study is to explain rates of disbandment and merger among labor unions over the past century. The first papers coming out of the study focus on age-dependence in union mortality rates--sometimes called the "liability of newness." As expected, there are substantial differences in this age-dependence, depending on whether one is looking at disbandments or mergers, and depending somewhat on the affiliation (or lack thereof) of the union at time of birth.

Joseph Garbarino (Business Administration) continued his studies of faculty unionism, including his annual estimates of faculty unionism, a series begun in 1966. He is also evaluating the position of the organizations competing for faculty support, as well as the status of faculty collective bargaining generally, after over fifteen years of existence.

Glenn Carroll (Business Administration) recently completed an empirical study of the Knights of Labor Assemblies using data available from the Interuniversity Consortium for Political and Social Research. He and graduate student Paul Huo analyzed the longevities of the local assemblies and related these to the characteristics of the local environments in which they exist.

During 1984-85, Carroll was in Berlin at the Max-Planck-Institut für Bildungsforschung. His main research project there was an empirical study of the career life histories of individuals. He examined the effects of personal, organizational, and industry characteristics on the time paths of careers and attainment.

George Strauss (Business Administration) has been studying two associated phenomena: the process of concession bargaining and the spread of various forms of quality-of-worklife and workers' participation programs in unionized firms. He is concerned especially with the conditions under which these programs are likely to take root and the impact they may have on collective bargaining and intra-organizational power distribution.

Strauss also has been working with Peter Feuille of the University of Illinois on a textbook which is designed to reflect the rapidly changing nature of industrial relations in America as well as to integrate recent scholarly findings.

In connection with the Institute's 40th birthday celebration, Strauss (with the help of history graduate student Elizabeth Reiss) is writing the Institute's history, emphasizing the political and economic environment which contributed to its establishment and the response of the Institute to changes in these environments over time. This undertaking is part of a larger project honoring Dean-Emeritus E.T. Grether, the Institute's second Director. It was Grether who was largely responsible for President Sproul's recommendation to Governor Warren that led to the Institute's founding.

## **Manpower, Employment, and Welfare Programs**

### **Welfare and Income Maintenance**

**Clair Brown** (Economics) is analyzing how economic growth in the U.S. since 1918 has affected the standard of living and the work roles of men, women, and children. She is comparing three white classes--salaried, wage earners (semi-skilled and skilled), and laborers--and also black families. Her work emphasizes the impact that technological change, first in transportation and more recently in communications, has had on increasing the paid work hours of the family as wives have increased their paid work hours. Some of the advances in the standard of living since 1918 clearly have improved people's well-being (especially in the areas of nutrition and housing).

**Harold L. Wilensky** (Political Science) continued his 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 on real welfare, with a focus on the alleged tradeoffs between social security, job protection, and participatory democracy, on the one hand, and capital investment, productivity, and economic growth, on the other. During 1984-85, Wilensky was assisted by two sociology graduate students. Tom Janoski focused on active labor market policies (job creation, job training and retraining, 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.

**James Robinson** (Public Health) collaborated with Professor Harold Luft of U.C. San Francisco on an econometric project analyzing the influence of hospital market structure on hospital behavior in terms of costs, acquisition of clinical services, and occupancy rates. Robinson also was engaged in an ongoing study of the history of economic thought which critically evaluates the key components of cost-benefit analysis in an effort to resolve some of the longstanding difficulties associated with applying this technique.

**Margaret S. Gordon** (Associate Director, Emeritus) has undertaken a comparative historical analysis of social security policies in industrialized countries. During the last year, chapters have been completed on (1) expansion and liberalization in the postwar period; (2) differences in rates and patterns of expenditures; (3) the basic structure of old-age pension programs; (4) other major features of old-age pension programs; (5) invalidity programs; (6) industrial injuries programs; and (7) the trend toward earlier retirement. The analysis includes 28 industrial countries, but devotes special attention to the countries that have been innovators.

### **Labor Market Behavior**

**William Dickens** extended his earlier work on labor market segmentation to examine the location of the secondary sector, its composition, and how that composition changes over the business cycle. Dickens, Lawrence Katz (Business Administration), and Jonathan Leonard (Business Administration) have begun analyzing the extent to which productivity changes over the business cycle are due to changes in the industrial, demographic, and occupational composition of employment, as opposed to changes in the productivity of individual workers.

**David Stern** (Education) has been concerned with education for employment in a changing economy. He is interested in how schools and job training programs can help people develop the ability and willingness to keep learning as technologies, market conditions, and management practices keep changing. Stern's research seeks to define the features of high school programs that keep students motivated, and also to identify the characteristics of teenage jobs that contribute to later success in the labor market. The goal is to find the combination of schooling and work experience that will motivate students and at the same time give them the intellectual equipment for lifelong productivity.

**Michael Reich** (Economics) was involved in several ongoing research projects in 1984-85. He updated his previous research on long-term trends in racial inequality by drawing upon unpublished data from the 1980 Census and the Current Population Survey to develop measures of black-white income and earnings differences by region, metropolitan area, detailed industry and union membership status. Using a variety of indicators, he found that black-white economic differences grew during the 1970s and early 1980s.

Reich also has been investigating the growth of wage and salary employees in the labor force. Over most of U.S. history the percentage of the self-employed in the labor force has declined, while the percentage that are employees has risen. Do these trends result from sectoral shifts, such as the decline of agriculture and the rise of industry and government? Or do they reflect structural changes occurring within economic sectors? Reich has developed a new set of historical indicators that address this subject.

**Lawrence Katz** has been working on projects concerning the workings of the layoff-recall process in the United States and the duration of unemployment spells. He has developed and empirically analyzed two large individual-level unemployment spell data sets. The research focused on the impact of the unemployment insurance system; workers' previous job tenure; workers' perceptions of their prospects of recall to their previous employer; and local labor market conditions on unemployment spell durations and labor market outcomes. Katz is continuing this research by analyzing the differences in unemployment experiences of workers displaced in temporary or indefinite layoffs from those displaced by plant closings. Katz has continued his joint research with Katharine Abraham of the Massachusetts Institute of Technology on the role of sectoral shifts and structural changes in cyclical unemployment fluctuations in both the United States and the United Kingdom.

He has also begun a critical analysis of implicit contract and efficiency wage models of the labor market. A primary focus of this research is an attempt to assess the extent to which these models are consistent with empirical knowledge of the workings of the labor market. In related research, Katz and William Dickens are working on an empirical exploration of the pattern of industry wage differences in the hope of shedding light on which theories of wage determination fit best with the facts.

**Jonathan Leonard** has continued to expand his research on the impact of affirmative action and anti-discrimination policy, giving testimony before the U.S. Commission on Civil Rights, as well as before subcommittees of the U.S. Congress. He has also worked on studies of: the job creation process and the volatility of employment demand; spatial mismatch explanations of minority employment; the U.S. disability insurance system; unions, the female work force, and comparable worth; and unions and turnover. He also has begun preliminary work on a major project on compensation.

**Clair Brown** continued her institutional work on the functioning of labor markets. She has been analyzing how social rule and custom act as rationing mechanisms whereby the "correct" people are directed to the "right" jobs in terms of gender, race, and class background. People must accept their places in the unequal outcomes of the labor market in order to function well as workers, while at the same time their labor market position determines their social identity and standard of living.

**James Robinson** continued to study worker responses to occupational safety and health hazards, via expressed worker dissatisfaction, quits, and strikes; and management responses via discharges for cause, temporary layoffs, and permanent layoffs. The aim is to understand the process of labor market adjustment to hazards in order to complement existing economic studies of the relationship between working conditions, wages, and other job characteristics in equilibrium.

## **Organizational Behavior**

**Sheldon Zedeck** (Psychology) continued his research in the area of performance assessment. He began to explore the strategies evaluators use when called upon to appraise employees or assess candidates in assessment centers. Regarding the latter procedure, he also has begun a study of the cognitive and situational factors that influence the prediction stage of assessment centers. Finally, he has begun a project to determine the effect, if any, of stress intervention strategies on productivity and absenteeism reduction; in particular, he will study the return on investment from such interventions.

**Karlene H. Roberts** (Business Administration) is working on a multidisciplinary project on error-free management in complex systems with faculty members from several disciplines. The research objective is to gain a better understanding of how complex systems can be designed and managed to insure error-free operation. Participants in the project include top-level management from the U.S. Navy, Pacific Gas and Electric Company, and the Federal Aviation Administration. Roberts' specific area of investigation concerns decision making and interdependencies aboard nuclear aircraft carriers.

**David Brody** (History, U.C. Davis) continued his research on work and leisure in America. 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 ongoing interest in labor historiography resulted in a recently completed essay on historical writing on the origins of the CIO. He is also compiling an essay on recent developments in American labor relations for a second edition of his *Workers in Industrial America: Essays on the 20th Century Struggle*.

**Michael Burawoy** continued to investigate capitalist and socialist work organization. He completed (with Janos Lukacs) a comparative study of machine shops in Hungary and the United States (based on participant observation in both places) which suggested that socialist firms can be at least as--if not more--efficient than capitalist ones. Between January and July 1985 he worked as a furnaceman in one of Hungary's largest steel complexes.

**Raymond E. Miles** (Business Administration) has been investigating the emergence of a new form of work organization, the "network" structure, in which product or service designers, producers, suppliers, and distributors are brought together by brokers and their activities directed and controlled by contractual relationships. The implication of this new form for leadership roles, control and reward systems, and other organizational activities are being explored.

Barry M. Staw (Business Administration) concentrated on a project designed to explore the dispositional sources of job satisfaction. In contrast, to most popular theories, Staw's research shows that there is substantial consistency in job attitudes even when people change jobs and occupations. His results support the notion that job satisfaction is as much a function of individual disposition as job situation.

Staw also continued to examine the area of escalation of commitment. During the year he reviewed the growing and disparate literature addressing the conditions under which individuals tend to become overly committed to a course of action. He has proposed an integrative model for future research.

Michael Wiseman (Economics), in conjunction with Charles O'Reilly and John Freeman, continued to receive support from The Berkeley-IBM Joint Office Utility Project (BIJOU) for research into the organizational and employee effects of the introduction of electronic office support systems on campus and in other organizations.

Charles O'Reilly has continued his investigation of corporate culture, top management philosophy, and personnel policies and practices in Silicon Valley firms. Comparative data have been collected from eight microelectronic firms, including survey data from a stratified random sample of employees at each firm. A follow-up data collection involving a much larger set of firms is planned for the Fall. This investigation will focus on the recruitment and orientation programs and policies of electronic firms and how successful socialization efforts enhance the organizational commitment of employees.

## FACULTY AND STAFF PUBLICATIONS AND PROFESSIONAL ACTIVITIES

**1984-85**

**Robin Baker (IIR)**

### **Publications**

*Working Safely with Hazardous Substances, A Handbook for Employees*, and accompanying slide-tape show (editor, with others). U.C. Berkeley, Office of Environmental Health and Safety, 1984.

*Toxics Primer* (editor, with others). California Department of Health Services, Hazard Evaluation Section, 1985.

### **Professional Activities**

#### **Presentations:**

"Stress and the Working Woman," Summer Institute for Union Women, AFL-CIO Education Department, Santa Cruz, August 6, 1984.

"Worker Health Considerations in the Automated Workplace," Human Factors Society, Monterey, September 28, 1984.

"The Role of the Health Professional in Worker Health and Safety Education," American Public Health Association Convention, Anaheim, November 14, 1984.

"What Every Business Agent Should Know About Health and Safety," California State Building Trades Council, Oakland, May 15, 1985.

Organized and conducted Health and Safety Institute, Berkeley, September 10-14, 1984; and CSEA Advanced Steward Training in Health and Safety, Sacramento, December 3, 1984.

Conducted a course on "Health and Safety for Health Care Workers" for SEIU, Berkeley, March 24-28, 1985.

Conducted Joint Labor-Management Training Course: Health and Safety in the Petrochemical Industry, Chevron Oil Co./Oil, Chemical and Atomic Workers' Union, Local 1-5, Berkeley, May 6-10, 1985.

Member, Professional Council, University and College Labor Educators Association; Coalition of Labor Union Women; Steering Committee, Bay Area Committee for Occupational Safety and Health; Health and Safety Project Advisory Committee, Working Women 9 to 5, Los Angeles; Advisory Committee, Child Care Employee Project; Cal/OSHA Committee on Outreach and Education.

**Bonnie G. Bogue (IIR)****Publications**

*Pocket Guide to the Meyers-Milius-Brown Act* (with Marla Taylor). IIR, California Public Employee Relations Program, 1985.

"Affirmative Action, Seniority, Layoffs: A Symposium on the Memphis Decision" (with Marjorie Gelb, Duane Reno, and Jeffrey Freedman), *CPER* No. 62 (September, 1984).

"U.S. Supreme Court: FLSA Applies to State and Local Government" (with Marla Taylor), *CPER* No. 64 (March, 1985).

**Professional Activities**

Lectured on "Arbitration: How it Fits in Higher Education Employment Relations," University of California, Davis training program for mid-managers, June 4, 1985.

Panel moderator, "Understanding the FLSA: How the Act is Applied and Enforced Under Current Rules and Regulations," IIR Conference on Fair Labor Standards Act and the Public Sector, Berkeley, April 25, 1985.

Rapporteur, "Impact of Bankruptcy on Collective Bargaining," session on "Public Sector Labor Relations and Financial and Budgetary Considerations for the Neutral," Annual Conference of the Society for Professionals in Dispute Resolution, San Francisco, October 14-17, 1984.

Arrangements Committee, Annual Conference of the Society for Professionals in Dispute Resolution, San Francisco, October 14-17, 1984.

Appointed, American Bar Association Committee on State and Local Government Bargaining, 1984-85.

Member, Executive Board, Northern California Chapter of the Society for Professionals in Dispute Resolution, 1985.

Member, Advisory Committee to the Public Employment Relations Board.

**Joan Braconi (IIR)****Professional Activities**

Panel presentation on "Concessionary Bargaining" and workshop on "Comparable Worth" at Women in the Workforce Conference, California Federation of Labor, Los Angeles, Fall 1984.

Conducted workshop on "Employment Rights" at the Service Employees Annual Statewide Women's Conference, Los Angeles, January 1985.

Conducted workshop on "Alternative Strategies for the Labor Movement" at San Francisco Community College, Spring 1985.

Delivered presentation on the "Effective Use of Labor-Management Committees," at the City of Berkeley Quality of Worklife Conference, March 1985.

Board member and program judge of the Solidarity Scholarship Program.

Attended University and Colleges Labor Education Association Conference, March 1985.

Consultant on "Union Member Satisfaction Survey," Service Employees International Union, Local 535.

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

**Publications**

"Labor and Politics," in Jack P. Greene, ed., *Encyclopedia of American Political History* (Charles Scribner's Sons, 1984).

"Introduction" (with Herbert G. Gutman), in Daniel Leab, ed., *The Labor History Reader* (University of Illinois Press, 1985).

**Professional Activities**

Guest lecturer at various Australian universities, June-December 1984, while Visiting Professor of American Economic History, University of Sydney, Australia.

Delivered paper on work and leisure in early America before the Australian and New Zealand American Studies Association, August 1984.

Chief historical consultant for Made in USA TV series.

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

Member, Committee on Committees, American Historical Association.

Member, Editorial Board, *Labor History*.

**Clair Brown (Economics)**

**Publications**

*Alternative Treasurer's Report on Full Divestment* (editor, with Michael Watts), U.C. Berkeley, June 1985.

"An Economic Report Card for Reagan," *Labor Center Reporter* No. 129 (October 1984).

"Labor's Attempt to Save the Steel Industry," *Labor Center Reporter* No. 141 (February 1985).

"Will Star Wars Improve Our National Security?" *Labor Center Reporter* No. 148 (May 1985).

"The Financial Aspects of Divestment" (with Michael Reich), *Labor Center Reporter* No. 153 (June 1985).

"An Institutional Model of Wives' Work Decisions," *Industrial Relations*, Vol. 24 (Spring 1985).

### **Professional Activities**

Taught workshop on "Economics for Trade Unionists" at the Summer Institute for Union Women, Santa Cruz, August 1984.

Coordinated conference and presented paper on "Work Roles, Consumption Norms, and Economic Growth" at the Conference on Gender in the Workplace, The Brookings Institution, Washington, D.C., November 1984.

Guest speaker, "Analysis of Reaganomics," URPE Panel, U.C. Berkeley, November 1984.

Guest speaker, "An Economic Analysis of Comparable Worth," at the IIR Annual Conference, San Francisco, May 1985.

Secretary, San Francisco Chapter of the Industrial Relations Research Association.

Member, Steering Committee, U.C. Faculty for Full Divestment; Coordinating Committee, Women's Economic Agenda Project; Executive Committee, National Industrial Relations Association.

### **Michael Burawoy (Sociology)**

#### **Publications**

"Karl Marx and the Satanic Mills," *American Journal of Sociology*, Vol. 90 (September 1984).

*Politics of Production* (London: Verso Books, 1985).

"Piece Rates, Hungarian Style," *Socialist Review*, Vol. 79 (Jan.-Feb. 1985).

### **Glenn R. Carroll (Business Administration)**

#### **Publications**

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

"Losing by Winning: The Paradox of Electoral Success by Organized Labor Parties in the Knights of Labor Era," in Andreas Diekmann and

Peter Mitter, eds., *Paradox Consequences of Social Behavior* (Physica-Verlag, forthcoming).

"Concentration and Specialization: Dynamics of Niche Width in Populations of Organizations," *American Journal of Sociology*, Vol. 90 (May 1985).

"Organizational Effects of the Wage Attainment Process" (with Karl Ulrich Mayer), *Social Science Journal*, Vol. 21 (July 1984).

#### **Working Papers**

"Organizational and Electoral Paradoxes of the Knights of Labor" (with Yangchung Paul Huo). OBIR Working Papers Series, U.C. Berkeley Business School, 1985.

"Job Shift Patterns in the Federal Republic of Germany: The Effects of Industrial Sector, Social Class and Organizational Size" (with Karl Ulrich Mayer). OBIR Working Paper Series, U.C. Berkeley Business School, 1985.

"Career Dynamics of Entrepreneurship: An Empirical Analysis of Self-employment in the Federal Republic of Germany" (with Elaine Mosakowski). OBIR Working Paper Series, U.C. Berkeley Business School, 1985.

#### **Professional Activities**

Member, Editorial Board, *Administrative Science Quarterly*.

#### **Paul Chown (IIR)**

##### **Publications**

*Costing the Union Agreement* (Center for Labor Research and Education, forthcoming).

##### **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.

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

##### **Publications**

"Occupational Safety and Health and 'Irrational' Behavior: A Preliminary Analysis," in John D. Worrall and David Appel, eds., *Workers' Compensation Benefits: Adequacy, Equity and Efficiency* (ILR Press, 1985).

"Accounting for the Decline in Union Membership, 1950-1980" (with Jonathan Leonard), *Industrial and Labor Relations Review*, Vol. 38 (April 1985).

#### **Working Papers**

"Testing Dual Market Theory: A Reconsideration of the Evidence" (with Kevin Lang), June 1985.

"The Effects of Trade on U.S. Employment: A Review of the Literature" (with Laura Tyson and John Zysman), Report to the Office of Technological Assessment, March 1985.

"The Economy Under Reagan: How Good? How Bad? Who's Fault?", October 1984.

#### **Professional Activities**

Invited lectures on:

"The Union Threat Effect on Wages and Employment," presented at Cornell University, May 1985.

"Where is the Secondary Market?" (with Kevin Lang), presented at MIT, April 1985.

"A Test of Dual Labor Market Theory" (with Kevin Lang), presented at U.C. Davis, September 1984, and at U.C. Santa Barbara, October 1984.

Delivered paper on "Crime and Punishment Again: The Economic Approach with a Psychological Twist," at the American Economics Association Meetings, Dallas, December 1984.

Delivered paper on "Labor Supply When Workers Face Constraints in Their Choice of Hours" (with Shelly Lundberg), to the NBER Labor Studies Group, Cambridge, Massachusetts, August 1984.

#### **David Feller (Law)**

##### **Professional Activities**

Principal Speaker and Chairman, session on "Industrial Relations and National Industrial Policy," at the American Bar Association Annual Meeting, Chicago, August 1984.

Delivered speech on "Alternative Methods of Resolving EEO Employment Disputes," at the Twelfth International Conference, Society for Professionals in Dispute Resolution, San Francisco, October 1984.

Delivered speech on "Strategies for Survival and Growth: Labor Policy," at the American Iron and Steel Institute Conference, Los Angeles, February 1985.

Delivered paper on "The Status of Labor Law Today: Myth and Reality," at the 1985 Southern California Labor Law Symposium, Los Angeles, May 1985.

Delivered paper on "Federal Labor Law Preemption of State Law Wrongful Discharge Actions," at the American Bar Association National Institute on Litigating With the Corporate Employer, San Francisco, September 1984.

**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.

Guest speaker, "Leadership: Psychology and Challenges," Annual Convention of the California School Employees Association, Las Vegas, August 1984.

Facilitator/discussant, City of Berkeley Quality of Worklife Conference, March 1985.

Participant/discussant, AFL-CIO Education Conference.

Honoree--Testimonial, A. Phillip Randolph Institute, 1985.

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)**

**Working Papers**

"Cyclical Unemployment: Sectoral Shifts or Aggregate Disturbances?" (with K. Abraham), National Bureau of Economic Research Working Paper No. 1410, July 1984.

"The Interjurisdictional Effects of Growth Controls on Housing Prices" (with K. Rosen), Center for Real Estate and Urban Economics

Working Paper No. 84-83, University of California, Berkeley, July 1984.

### **Professional Activities**

#### **Presented papers on:**

"Job Search, Uncertain Recall, and the Duration of Unemployment," at the National Bureau of Economic Research Summer Institute, Economic Fluctuations Workshop, Cambridge, Massachusetts, July 30, 1984.

"Search and Implicit Contract Theories: An Appraisal," at MIT Unemployment Seminar, October 6, 1984.

"Layoffs, Recall and the Duration of Unemployment," at MIT Microeconomics Seminar, November 1984; University of Chicago, Graduate School of Business, November 1984; University of Rochester, January 1985; University of Chicago, Department of Economics, February 1985; University of California, Berkeley, Applied Econometrics Seminar, February 1985; NBER Labor Studies Conference, August 1985.

"Union Status, Union Wages and the Free Rider Problem," at MIT Industrial Relations Seminar, Sloan School of Management, November 20, 1984.

"Comments on Sectoral Uncertainty and Unemployment," at the NBER Economic Fluctuations Conference, Cambridge, Massachusetts, July 1985.

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

#### **Publications**

*Presidents Make a Difference: Strengthening Leadership in Colleges and Universities.* A Report of the Commission on Strengthening Presidential Leadership (Clark Kerr, Chairman and Director). Washington, D.C.: Association of Governing Boards of Universities and Colleges, 1984.

#### **Professional Activities**

Chairman, Board of Arbitrators, United States Postal Service and National Association of Letter Carriers, AFL-CIO and American Postal Workers Union, AFL-CIO, Washington, D.C., December 1984.

Delivered address on "The States and Higher Education: Changes Ahead," at the Governors and Higher Education Conference, Racine, Wisconsin, March 25, 1985.

Chairman of the Work in America Institute; accompanied U.S. representatives of the U.S.-Japan Labor Network to meeting with Japanese industrialists, April 1985.

Luncheon speaker, "Conflict and Cooperation: What Mixture?" Institute of Industrial Relations Annual Conference, San Francisco, May 1, 1985.

**Jonathan Leonard (Business Administration)****Publications**

- "Accounting for the Decline in Union Membership, 1950-1980" (with William T. Dickens), *Industrial and Labor Relations Review*, Vol. 38 (April 1985).
- "What Promises Are Worth: The Impact of Affirmative Action Goals," *Journal of Human Resources*, Vol. 20 (Winter 1985).
- "Employment and Occupational Advance under Affirmative Action," *Review of Economics and Statistics*, Vol. 66 (August 1984).

**Raymond E. Miles (Business Administration)****Publications**

- "The Future of Business Education," *California Management Review*, Vol. 27 (Spring 1985).

**Lela Morris (IIR)****Professional Activities**

- Assisted in conducting San Francisco Medical Society survey on Occupational Health Awareness among primary care providers, Spring 1985.
- Organized and coordinated professional education courses, U.C. Berkeley: Health and Safety Training for Workers at Hazardous Waste Sites, August 1984; Monitoring Strategies for Industrial Hygiene, September 1984; Administrative and Management Skills for Occupational Health Professionals, November 1984; Recognition of Occupational Health Hazards, February 1985; Industrial Ventilation, June 1985.
- Organized and coordinated a course on "Indoor Air Quality" for the State Department of Health Services, Berkeley, March 1985.
- 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 of the State of California Department of Health Services, Hazard Evaluation System and Information Service (HESIS).
- Member, Golden State Medical Association Advisory Committee on Cancer Education for Black Physicians; California Nurses Association Joint Occupational Health Advisory Committee.

**Charles O'Reilly (Business Administration)****Publications**

"Organizational Demography and Turnover among Top Management" (with W. G. Wagner and J. Pfeffer), *Administrative Science Quarterly*, Vol. 29 (1984).

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

"The Effects of Mood on Task Perceptions" (with D. Caldwell and B. Staw), *Journal of Basic and Applied Social Psychology* (1985).

"Organizational Communication and Decision Making: The Acquisition and Use of Information in Organizations" (with J. Chatman and J. Anderson), in L. Porter *et al.*, eds., *Handbook of Organizational Communication* (Beverly Hills, CA: Sage, in press).

**Working Papers**

"Hospital Demography and Turnover Among Nurses" (with J. Pfeffer), 1985.

"The Impact of Experienced and Observed Rewards and Punishments on Attitudes and Behaviors: A Field Test" (with D. Caldwell), 1985.

**Professional Activities**

Presented paper on "Charisma as Communication: The Impact of Top Management Credibility and Philosophy on Employee Involvement," at the Forty-fourth Annual Meeting of the Academy of Management, Boston, 1984.

Member, Editorial Board, *Administrative Science Quarterly*.

**Bruce Poyer (IIR)****Publications**

"Measuring and Evaluating Pension Fund Investment Policy," *Labor Center Research Report*, September 1984 (Rev.).

"Pension Fund Investments and Politics," *Labor Center Research Report*, May 1985.

"Reform of Workers' Compensation in California," in four parts, *Labor Center Reporter* Nos. 136, 140, 142, 144 (January, February, March, April 1985).

"Protecting the Health Benefits of Retirees," *Labor Center Reporter* No. 160 (September 1985).

**Professional Activities**

Delegate, American Federation of Teachers Local 1474, to the Central Labor Council of Alameda County.

Representative of the University Council, American Federation of Teachers, for U.C. Employee Benefit Programs.

Member, Medical Advisory Committee of the Board of Directors, State of California Public Employees' Retirement System.

**Patricia Quinlan (IIR)**

**Publications**

*Toxics Primer* (editor, with others). California Department of Health Services, Hazard Evaluation Section, 1985.

"Personal Protective Equipment for Hazardous Waste Site Workers," *Monitor*, Vol. 12 (September-October 1984).

**Professional Activities**

**Presentations:**

"Hazard Recognition," Laborers' International Union, Hayward, August 4, 1984.

"Asbestos Hazards," National Labor Relations Board, San Francisco, September 19, 1984 and Los Angeles, December 5-7, 1984.

"Monitoring Health Hazards," Federated Firefighters of California, Los Angeles, September 6, 1984.

Panelist, "The Right to Know," American Industrial Hygiene Association Symposium, Los Angeles, November 7, 1984.

Moderator, International Conference on Hazards in the Transit Industry, San Francisco, January 4-7, 1985.

Conducted Health and Safety Training Institute, Berkeley, September 10-14, 1984.

Organized and conducted Hazard Evaluation Workshops, San Francisco Art Museum, March 12, 25 and April 23, 30, 1985; Indoor Air Quality Conference, Berkeley, March 20-21, 1985; and Joint Labor-Management Training Course: "Health and Safety in the Petrochemical Industry," Chevron Oil Co./Oil, Chemical and Atomic Workers Local 1-5, Berkeley, May 6-10, 1985.

**Michael Reich (Economics)****Publications**

"Capitalist Development, Class Relations and Labor History," in A. Young and C. Moody, eds., *The Future of Labor History* (Northern Illinois University Press, forthcoming).

"The Proletarianization of the Labor Force," in R. Edwards, M. Reich, and T. Weisskopf, eds., *The Capitalist System*, Third Edition (Prentice-Hall, forthcoming).

"The Financial Aspects of Divestment" (with Clair Brown), *Labor Center Reporter* No. 153 (June 1985). Also authored related articles that appeared in the *Los Angeles Times* and the *Daily Californian*.

**Professional Activities**

Delivered keynote paper on "Class and Labor History," at an NEH research conference, "The Future of Labor History: Toward a Synthesis," Northern Illinois University, October 1984.

Presented testimony before the U.C. Regents on the economics of divesting U.C. pension funds from South Africa-related firms, June 1985.

Member, "Working Group on Jobs and Inequality," Committee on Basic Research, National Academy of Sciences.

**Karlene H. Roberts (Business Administration)****Publications**

"Organizational Communication," in F. Kast and J. Rosenzweig, eds., *Modules in Management* (Chicago, IL: SRA Associates, 1984).

"Vertical and Network Communication in Organizations: The Present and the Future" (with R. Blair and P. McKechnie), in P. Thompkins and R. McPhee, eds. *Organizational Communication: Traditional Themes and New Directions* (Beverly Hills, CA: Sage, in press).

"Are the Expectations of Women Managers Being Met?" (with Warren Boeker, Rebecca Blair, and M. Frances Van Loo), *California Management Review*, Vol. 27 (Spring 1985).

"An Aggregation Problem and Organizational Effectiveness" (with S. B. Sloane), in B. Schneider and D. Schoorman, eds., *Facilitating Organizational Effectiveness* (Lexington, MA: Lexington Books, in press).

### Professional Activities

Presented papers on:

"Power: As Represented in Porter's Division of Industrial and Organizational Psychology Presidential Address," at the Annual Meetings of the American Psychological Association, Toronto, 1984.

"An Aggregation Problem and Organizational Effectiveness" (with Stephen B. Sloane), at the Office of Naval Research Conference, University of Maryland, 1985.

"Research in Hyper Complex Organizations" (with Todd La Porte), at the Fourth Policy Science Institute, University of California, 1985.

"Decision Making in Hyper Complex Organizations: The Case of the U.S.S. Carl Vinson" (with Stephen B. Sloane), at the Institute for Social and Policy Studies and Department of Sociology, Yale University, 1985.

Member, Board of Governors, Academy of Management.

President-elect, Organizational Behavior Division, Academy of Management.

### James C. Robinson (Public Health)

#### Publications

"Racial Inequality and the Probability of Occupation-Related Injury or Illness," *Milbank Memorial Fund Quarterly*, Vol. 62 (Fall 1984).

"Racial Inequality and Occupational Health in the United States: The Impact on White Workers," *International Journal of Health Services*, Vol. 1 (1985).

"The Impact of Hospital Market Structure on Patient Volume, Length of Stay, and the Cost of Care" (with H. Luft), *Journal of Health Economics* (1985, forthcoming).

### Nanette Sand (IIR)

Representative of the Non-General Librarians on the Librarians Association of the University of California, Berkeley (LAUC-B) Executive Committee.

Chair, LAUC-B Committee on Non-General Library Affairs.

Delegate of LAUC-B to LAUC Statewide Assembly, U.C. Riverside, May 17, 1985.

Member, Committee of Industrial Relations Librarians (CIRL).

Member, Special Libraries Association. Serves on Hospitality Committee, San Francisco Bay Region Chapter.

**B. V. H. Schneider (IIR)****Publications**

"California: Employment Trends in the Public and Private Sectors," *CPER* No. 62 (September 1984).

**Professional Activities**

Co-Chair, Program Committee, National Conference, Society for Professionals in Dispute Resolution, San Francisco, October 14-17, 1984.

Member, Industrial Relations Research Association; International Society for Labor Law and Social Security; Society for Professionals in Dispute Resolution.

**Barry M. Staw (Business Administration)****Publications**

*Research in Organizational Behavior*, Vol. 7 (with L.L. Cummings) (Greenwich, CT: JAI Press, 1985).

"Organizational Behavior: A Review and Reformulation of the Field's Outcome Variables," *Annual Review of Psychology*, Vol. 35 (1984).

"Repairs on the Road to Relevance and Rigor: Some Unexplored Issues in Publishing Organizational Research," in P. Frost and L.L. Cummings, eds., *Publishing in the Organizational Sciences* (Irwin, 1985).

"Stability in the Midst of Change: A Dispositional Approach to Job Attitudes" (with J. Ross), *Journal of Applied Psychology*, Vol. 70 (1985).

"A Brief Note on the Future of Symbolism in Organizational Research," *Journal of Management*, Vol. 11 (1985).

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

"Beyond the Control Graph: Steps Toward a Model of Perceived Control in Organizations," in R.N. Stern and S. McCarthy, eds., *International Yearbook of Organizational Democracy*, Vol. 3 (Chichester, England: John Wiley, Ltd., in press).

**Working Papers**

"The Dispositional Approach to Job Attitudes: A Lifetime Longitudinal Test" (with N.E. Bell and J.A. Clausen), 1984.

"Expo 86: An Escalation Prototype" (with J. Ross), 1985.

"Behavior in Escalation Situations: Antecedents, Prototypes, and Solutions," 1985.

**David S. Stern (Education)**

**Publications**

"Sharing the Work," *Labor Center Reporter* No. 128 (October 1984).

"Commentary on Distributional Programs: Education and Antipoverty," in John M. Quigley and Daniel L. Rubinfeld, eds., *American Domestic Priorities, An Economic Appraisal* (University of California Press, 1984).

"Education for Employment Over the Next Twenty-Five Years," in *A Study of California's Community Colleges* (Berkeley, CA: Berman, Weiler Associates, 1984).

*Reducing the High School Dropout Rate in California: Why We Should and How We May* (with James Catterall, Charlotte Alhadeff, and Maureen Ash). Report to the California Policy Seminar, University of California, Berkeley, 1985.

"California's Employment Training Panel--Who Benefits?" *Labor Center Reporter* No. 151 (June 1985).

*One Million Hours A Day: Vocational Education in California Public Secondary Schools* (with E. Gareth Hoachlander, Susan Choy, and Charles Benson). Report to the California Policy Seminar, University of California, Berkeley, 1985.

**Working Papers**

"Toward a Statewide System for Public School Accountability: A Report from California," School of Education, University of California, Berkeley; PACE Working Paper, October 1984.

**Professional Activities**

Presided at session on Education and Welfare, Metropolitan America Conference, Center for Real Estate and Urban Economics, U.C. Berkeley, September 1984.

Invited lecture on "Education and Employment" presented at the California Community Colleges Faculty Association Conference, March 1985.

Chair, session on "Employment and Training," at the IIR Annual Conference, San Francisco, May 1985.

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

Member, Task Force on Human Resources, California Senate Select Committee on Long Range Policy Planning.

**Laura Stock (IIR)****Professional Activities****Presentations:**

- "VDT Health and Safety: Users' Perspective," World Ergonomics Conference, Ericsson Corp., Los Angeles, September 24-25, 1984, and New York, September 28, 1984.
- "VDT Health and Safety, Review of the Research." Testimony before California State Assembly Labor and Employment Committee Interim Hearing on VDTs, held in Burlingame, October 19, 1984.
- "VDT Health and Safety," Brotherhood of Railway Clerks, San Francisco, January 8, 1985.
- "Reproductive Hazards in the Workplace: The Role of Health Professionals," Conference for Nurse Practitioners, Planned Parenthood, Oakland, March 24, 1985.
- "VDTs and Health: Review of the Scientific Research." Testimony before the California Assembly Labor and Employment Committee, Sacramento, May 3, 1985.
- "VDT Health and Safety: Users' Perspective," Data Entry Management Association, San Francisco, May 8, 1985.
- "Scientific Update: Impact of Office Automation," U.C. Davis Grand Rounds, June 1, 1985.
- "VDTs and Vision." Testimony before the California Senate Industrial Relations Committee, Sacramento, June 12, 1985.

**George Strauss (Business Administration)****Publications**

- "Book Review of Beverly H. Burris, *No Room on Top: Unemployment and Alienation in a Large Corporation*," *Industrial and Labor Relations Review*, Vol. 38 (April 1985).

**Working Papers**

- "Workers' Participation in the United States" (with Tove Hammer), to be published by the International Labor Organization.

**Professional Activities**

- Presented paper on "Concession Bargaining and Workers' Participation" at the Western Academy of Management Meetings, San Diego, March 29, 1985.

Chair, Second Berkeley Conference on Industrial Relations, Berkeley, February 22-23, 1985.

U.S. Editor of the *Yearbook of Organizational Democracy*.

**Stephen D. Sugarman (Law)**

**Publications**

"Doing Away With Tort Law," *California Law Review*, Vol. 73 (1985).

*In the Interest of Children* (with R. Mnookin *et al.*) (W.H. Freeman, 1985).

"Book Review of T. Sowell, *Civil Rights*," *Journal of Legal Education*, Vol. 35 (1985).

**Professional Activities**

Presented paper on "The Reform of Employee Benefit and Social Insurance Systems," to the Association for Public Policy Analysis and Management, New Orleans, October 1984.

**Lloyd Ulman (Economics)**

**Publications**

"Exit, Voice, and Muscle: A Note" (with Elaine Sorensen), *Industrial Relations*, Vol. 23 (Fall 1984).

"Industrial Relations," in *The New Palgrave: A Dictionary of Economic Theory and Doctrine* (MacMillan, forthcoming).

**Professional Activities**

Visiting Fellow, New College, Oxford, January-July 1985.

Visiting Scholar, Institute of Economics and Statistics, Oxford, January-July 1985.

President-elect, Industrial Relations Research Association.

Consultant to Federal Reserve Board.

**Harold L. Wilensky (Political Science)**

**Publications**

*Comparative Social Policy: Theories, Methods, Findings* (with G.M. Luebbert, S.R. Hahn, and A.M. Jamieson). University of California, Berkeley, Institute of International Studies, Research Monograph Series, 1985.

"Nothing Fails Like Success: The Evaluation-Research Industry and Labor Market Policy," *Industrial Relations*, Vol. 24 (Winter 1985).

**Professional Activities**

Presented paper on the "Paths of Development of Rich Democracies," at a conference on "Theoretical Approaches to American Social Politics," sponsored by the Center for the Study of Industrial Societies, University of Chicago, November 1-3, 1984.

**Michael Wiseman (Economics)**

**Professional Activities**

Chairman, Faculty Advisory Committee, Berkeley-IBM Joint Office Utility Project.

**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**

"Performance Measurement: Forms or Samples?" *Proceedings* of the 1984 IPMAAC Conference on Public Personnel Assessment, Washington, D.C., 1984.

**Professional Activities**

Chair and discussant, session on "Moderator Variables: An Exposition and Debate of Controversial Issues," at the American Psychological Association Meetings, Toronto, August 1984.

Member, Editorial Board, *Journal of Applied Psychology*.

Member-at-Large, Society for Industrial and Organizational Psychology, American Psychological Association.

Member, Executive Board, Society for Organizational Behavior.

Member, Research Advisory Panel, Air Force Human Resources Laboratory, Brooks AFB, Texas.

## CENTER FOR LABOR RESEARCH AND EDUCATION

The Center for Labor Research and Education, established in 1964, provides educational programs, research assistance, and publications on issues relevant to the needs of organized labor. The Center works with a variety of labor organizations in both the public and private sectors, including those representing blue-collar, professional, clerical, healthcare, and building trades workers.

Over the past several years, the Center has expanded its activities on several fronts: the number and range of publications has increased; research and consulting efforts have intensified; and the number of advanced programs offered to union professionals has risen. Ties with the labor community have been strengthened by reactivating the Labor Center Advisory Committee, which now meets on a regular basis. Finally, the Center has conducted several successful residential summer school programs on campus, attended by international unions. A school sponsored jointly with the California State Federation of Labor is planned.

### **Basic Skills Training**

Traditionally, the Labor Center has provided unions with training in basic skills, especially in areas such as stewards' training, grievance handling, and parliamentary procedure. This year the Center directly trained over 1,500 shop stewards and other rank-and-file union officials in grievance handling, leadership, and internal organizing skills. Program Coordinators also assisted a number of unions in developing their own training programs by providing educational materials, lesson plans, and other guidance.

### **Multi-union Staff Development Programs and Topical Conferences**

Programs designed especially for union staff were offered throughout 1984-85. Typically, these programs ranged from one to five days in duration. For example, in October, the Center presented a newly developed program on time management for union representatives. This was designed to help union business agents learn to cope with their hectic schedules. The program also introduced a new Labor Center publication, *How to Make the Best Use of Your Time*. A two-day Labor Law Update conference was held in February with Regents' Lecturer Douglas Fraser, past president of the United Auto Workers, giving the keynote address. The program focused on recent legal developments and attracted a large number of union representatives who were concerned about how new legislation will affect internal union procedures, organizing, building trades, and the public sector.

A five-day Grievance Arbitration Workshop was sponsored in May. This workshop was open to union staff representatives who are responsible for presenting arbitrations. Participants in the program prepared and presented a mock case before an arbitrator. This extremely popular program is held annually.

The Labor Center conducted other conferences open to union officers, staff, rank and file, and the community at large. On April 19, the Center held a conference on Workers' Compensation. This was preceded by a series of monthly seminars on reform issues in the California Workers' Compensation system. The seminars were attended by about 20 experts in the field--practitioners, attorneys, and public health specialists, labor

educators, U.C. graduate students, and others. Propositions developed in these seminars in turn became the agenda for the April 19th conference. The seminar continues to meet monthly to advance discussion on the issues developed at the conference. The Center is currently working with the seminar to develop a foundation grant proposal to support further research in this area.

Finally, pension and health care issues received sustained attention this year. In November 1984 and January 1985, the Center held conferences which dealt with the major issues affecting retirement, disability, survivors' benefits, and health care protection for workers in the public sector. Extensive materials were developed for the conferences and a broad array of experts, legislators, administrators, and consultants were present to discuss the issues. Follow-up research and reports were widely disseminated on the problems that were identified and examined at these conferences.

### **Residential Summer Schools**

In August, the Labor Center hosted the University and Colleges Labor Education Association's annual Western Regional School for Union Women. This summer residential training program was co-sponsored by the AFL-CIO Department of Education and was held on the U.C. Santa Cruz campus.

The renovation of the Dwight-Derby Center on the Berkeley campus has given the Labor Center a unique opportunity to provide summer programs for labor organizations. Among the programs offered during 1984-85 was a week-long training school for the Southwestern region of the United Food and Commercial Workers. The Center also hosted the first annual Ironworkers Instructor Training Program.

### **Publications**

The *Labor Center Reporter* is a monthly publication distributed to all Northern California labor organizations. Most of the articles are written by graduate students, who are also members of the Editorial Board. This year the Editorial Board consisted of the following students: Phil Bokovoy; Allen Cheadle; Tom Larson; Suzanne Meehan; Marlene Kim; Amelia Preece; Pam Tellew; Ramon Castellblanch; and John Williams. Faculty members involved were Clair Brown and David Stern. Bruce Poyer continued to edit the *Reporter*.

The *Research Report* series includes in-depth reports on various issues. Since 1976, the Center has published and distributed 13 *Research Reports*. *Research Reports* published in 1984-85 are: "Measuring and Evaluating Pension Fund Investment Policy," by Bruce Poyer, September 1984 (rev.); "Pension Fund Investments and Politics," by Bruce Poyer, May 1985; and "Labor Law and the Employment of Undocumented Workers," by Matthew D. Ross, June 1985.

Two years ago the Labor Center began to publish pamphlets on issues of concern to labor. This year's offering, *How to Make the Best Use of Your Time*, by Miriam Chown, explains principles of time management to union representatives, using examples relevant to union work.

Currently in production and to be published this fall are two books. One, *California Workers' Rights*, by Joan Braconi and Alan Kopke, describes in layman's language all the rights and protections afforded workers by California law. The book explains each right, cites the law, and lists exceptions and exclusions, where these exist.

Coverage includes rights upon hiring, wage and benefit protections, workers' compensation, health and safety, whistleblowing, wrongful discharge protections, and more.

A second book to be published this fall is *Costing the Union Agreement*, by Paul Chown, with contributions from the staff. This book takes the union negotiator through the process of determining the cost to the employer of wages, benefits, time off, and other items. It is designed as a workbook for self-study and provides examples which allow the user to work step-by-step through to a problem's solution.

#### **Research, Consulting, and Special Projects**

- \* Survey of collective bargaining agreements in the newspaper industry. Paul Chown, completed a comparison of collective bargaining agreements in the Bay Area newspaper industry. The survey identified areas of dissimilarity in the terms and conditions of employment of various unions in the industry.

- \* Survey of pension benefits. Bruce Poyer completed a survey of pension benefits for staff employees at Stanford University. These benefits were compared to those available in UCRS and PERS.

- \* Worker disability in California. The Center is writing a grant proposal to seek funding for long-term research into improving worker disability protection in California. Bruce Poyer has already completed much preliminary research in this area.

- \* Union member satisfaction survey. Joan Braconi completed a survey of several hundred members of a local union which determines how satisfied these members are with their organization. The results of the survey will help the local union restructure in order to improve delivery of services. The Center plans to offer survey development and analysis to other unions as an ongoing service.

- \* Grievance video. The Center contracted with a video maker to produce a training video on grievance handling. The video will be used in steward training programs. It will be available (with a training manual) for sale to labor studies programs and to unions.

#### **Staff**

Members of the professional staff are Paul Chown, Chair; Joan Braconi, Peter Guidry, and Bruce Poyer, Program Coordinators. The support staff consists of Mona Purifoy, Administrative Assistant; Cathy Davis, Editorial Assistant; and Steve Diamond, Program Representative.

## LABOR CENTER PROGRAMS

1984-85

## Single Union Programs

<b>Program</b>	<b>Date</b>	<b>Location</b>
Stewards' Training (Laborers Local 304)	August 4, 1984	Hayward
Stewards' Training (OPEIU Local 29)	August 4, 1984	Emeryville
Leadership (CWA District 6)	August 4-9, 1984	Norman, Oklahoma
Bay Area Regional Training (Bakery Workers)	August 17-18, 1984	Oakland
Contract Administration (Bakery Workers Local 85)	September 8, 1984	Sacramento
Leadership, Values, and Programming (IBEW Local 1245)	September 15, 1984	Chico
Women in the Workforce (California Federation of Labor)	October 10, 1984	Los Angeles
Leadership (IBEW Local 1245)	October 13, 1984	Sacramento
Stewards' Training (IBEW Local 1245)	October 20, 1984	Walnut Creek
Leadership/Union Administration (Transport Workers Union Local 200)	November 3, 1984	San Francisco
Stewards' Training (IBEW Local 1245)	November 10, 1984	Santa Cruz
Women's Conference (SEIU)	January 9-11, 1985	Los Angeles
Leadership (CWA District 11)	January 22-25, 1985	Ventura
Leadership Conference (Laborers' International)	January 28-30, 1985	Ventura
Grievance Handling (Laborers' Local 304)	February 23, 1985	Hayward
Techniques of Fact Finding (CWA Local 9421)	February 25-27, 1985	Sacramento
Stewards' Training (CWA Local 9412)	March 1-2, 1985	Hayward
Parliamentary Procedure (Labor Council)	March 7, 1985	San Mateo
Stewards' Training (OPEIU Local 29)	March 15-16, 1985	Emeryville
Understanding the Agreement (Bakery Workers Local 85)	March 23, 1985	Sacramento
Staff Training (SEIU)	March 24-26, 1985	San Francisco
Organising/Motivation (CWA District 3)	April 10-12, 1985	Atlanta, GA
Leadership (CWA Public Workers)	April 16-18, 1985	Austin, TX
Leadership (CWA Local 9415)	April 24-25, 1985	Berkeley
Leadership/Grievance Handling (IBEW Local 1245)	April 27, 1985	Chico
Stewards' Training (Teamsters)	April 27, 1985	Fresno
Leadership Training (Building Trades)	May 2, 1985	Sacramento

Leadership (Distillery Workers)	May 7-9, 1985	Carmel
Time Management/Writing Contract Language (Hotel Employees Local 28)	May 22,30, 1985	Oakland
Collective Bargaining (SEIU Local 680)	May 23-25, 1985	Palo Alto
Stewards' Training (Utility Workers Local 160C)	June 1, 1985	San Jose
Summer School (UFCW International)	June 2-7, 1985	Berkeley
Stewards' Training (Operating Engineers)	June 25, 1985	Sacramento
Leadership/Grievance Handling (Transport Workers Union Local 250A)	June 28-29, 1985	San Francisco
Stewards' Training (SEIU Local 22)	Spring 1985	Sacramento
Leadership Training (SEIU Local 790)	Spring 1985	Oakland

### Multi Union Programs

Program	Date	Location
Women's Institute	August 5-10, 1984	Santa Cruz
Parliamentary Procedure	October 9, 1984	San Francisco
Time Management	October 17, 1984	San Francisco
Pensions and Health Care	November 9-10, 1984	Los Angeles
Public Relations	November 14, 1984	San Francisco
Collective Bargaining	December 4-6, 1984	Berkeley
Unemployment/Disability	December 7, 1984	Sacramento
Public Employee Pensions	January 24-26, 1985	Sacramento
Labor Law	February 20-21, 1985	Berkeley
Quality of Worklife	February 28-29, 1985	Berkeley
Organizing	March 13-14, 1985	Berkeley
Parliamentary Procedure	May 13, 1985	San Francisco
Workers' Compensation	April 19, 1985	Berkeley
Cost Your Contract	April 29, 1985	Berkeley
Grievance Arbitration	May 13-17, 1985	Berkeley

## LABOR OCCUPATIONAL HEALTH PROGRAM

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 both 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. Services include training sessions, conferences, publications, audiovisual materials, technical assistance, policy research, and a resource library. 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 interest and concern regarding safety and health on the job. Interest intensified during the 1970s with new revelations about the effects of such substances as asbestos, PCBs, and pesticides. Concern continues to grow in the 1980s, as new findings are reported regarding conditions in emerging industries, such as electronics manufacturing, and as the hazards of modern office technology, including video display terminals, computers, and copiers, come to light. During its eleven years as a component of the Labor Center, LOHP has helped fill the demand for information and assistance.

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 primary funding a permanent part of 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.

Another important source of support is income generated both from training activities and from sales of publications and audiovisual materials.

Ongoing funding also is provided by the federal government's National Institute for Occupational Safety and Health (NIOSH), which in 1982 selected the Northern California Occupational Health Center as one of its fourteen national Educational Resource Centers. With the NIOSH funding, LOHP has established a component which sponsors Continuing Education programs in occupational safety and health for health professionals.

New funding was received in May, 1985 from the San Francisco Foundation to enable LOHP to begin a one-year pilot project to provide information on occupational health to minority and unorganized workers who seek treatment at several selected community medical clinics in the Bay Area.

\* LOHP's research, training, and publishing activities during 1984-85 were applicable to a broad range of occupations and workplace settings. Certain industries, however, were selected as focus areas and received special attention, including chemical and petrochemical, white collar, public employment, hospitals, and agriculture. Special emphasis

was also placed on indoor air pollution, "right to know" legislation, workers' compensation, and video display terminals.

### **Publications and Audiovisual Materials**

Since 1974, LOHP has published a bimonthly health and safety newsletter, *Monitor*, which is distributed to unions, union members, labor editors, health and safety professionals, libraries, and others. There are subscriptions from throughout the U.S. and abroad. *Monitor* excerpts significant health and safety news items from a variety of sources, offers detailed original articles on hazards and issues, reports on LOHP activities, reviews new educational materials in the field, and advertises LOHP events, publications, and films. This year *Monitor* featured major reports on toxic waste workers, child care employees, the "right to know," workers' compensation, and the Bhopal chemical plant disaster.

LOHP continues to produce and sell books, information packets, fact sheets, film shows, and videotapes, all of which are distributed nationally and internationally. Since 1983, LOHP has also assisted with the production of *Video Views*, the quarterly newsletter of the VDT Coalition. (The Coalition, housed at LOHP, is described in the "Technical Assistance and Special Projects" section of this report.) *Video Views* reports on VDT research and union action to control VDT hazards; it has a national readership of several hundred.

New publications issued during 1984-85 include:

"Getting the Facts: Update," a 64-page supplement which brings up to date the occupational health bibliography in LOHP's popular 1981 book, "Getting the Facts."

"VDTs Can Be Hazardous To Your Health" and "Workers' Compensation," two popular information packets, revised and reissued.

A slide/tape module and pamphlet on the California Hazardous Substances Information and Training Act (the state's "right to know" law), prepared for the U.C. Berkeley Office of Environmental Health and Safety. EH&S will make these materials available to campus supervisors and employees to help fulfill the University's employee training responsibilities under the law.

A pamphlet on toxic substances, written for the California Department of Health Services, Hazard Evaluation System and Information Service (HESIS). The pamphlet will be issued by HESIS for free distribution to the general public.

LOHP has begun converting the most popular of its 16mm. films and slide/tape modules to videotape, for sale at considerably reduced prices. Four videotapes are now available, as well as three feature films and seven slide/tape shows.

### **Training Programs and Conferences**

Highlights among the many training programs and conferences offered by LOHP during 1984-85 were the following:

Nine short courses for health professionals presented by LOHP's Continuing Education component. These ranged from one-day seminars to week-long, in-depth curricula. Particularly noteworthy was the first presentation in Northern California of the new NIOSH course, "Health and Safety Training for Workers at Hazardous Waste Sites." LOHP presented the course August 21-23, 1984. Included

among the more than 50 participants were representatives of federal, state, county, and city agencies; private firms involved in hazardous waste management; and labor unions. It is expected that this course will be repeated in the future, possibly on a regular basis. (Other Continuing Education courses are described in a later section of this report.)

\* The Fourth Annual "Intensive Training Course for Union Representatives," presented by LOHP on September 10-14, 1984 in Berkeley. As in previous years, 15 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. LOHP will present the course again in November 1985.

\* "Indoor Air Quality: Practical Approaches to a Healthy Work Environment," co-sponsored by LOHP, the American Lung Association of San Francisco, and the Indoor Air Quality Program of the California Department of Health Services. Held in San Francisco on March 20-21, 1985, the course attracted 100 participants (industrial hygienists, nurses, union members and leaders, building managers, and students).

\* "Health and Safety for Health Care Workers," a week-long training course given in Berkeley on March 25-29, 1985. Presented in cooperation with the Service Employees International Union's National Headquarters, the course afforded 30 health care worker representatives an overview of hazards in the industry.

\* "California Workers' Compensation Conference," sponsored by LOHP in cooperation with the Institute's Labor Center, the California Workers' Compensation Reform Coalition, Disabled Workers United, the Occupational Health Section of the American Public Health Association, and other groups, held on April 19, 1985 in Berkeley. The conference, with more than 140 attendees, addressed several new, controversial legislative proposals for structural change in the California compensation system recently introduced by labor, employers, insurers, and attorney organizations.

\* "Petrochemical Industry Health and Safety Training," offered on May 6-10, 1985 in Berkeley. The 25 participants in the week-long intensive course included both labor and management officials from several California refineries and chemical plants, who receive this training under terms of a contract between the companies and the Oil, Chemical, and Atomic Workers International Union. This was the third time LOHP has presented the course since 1980.

LOHP staff also provided more than 30 other training programs during 1984-85, serving more than 1,000 individuals. Training sessions ranged from workshops of a few hours to courses of several days' length. Groups who received training (primarily arranged through unions) included National Labor Relations Board employees, service employees, San Francisco transit drivers, art museum staff, state employees, hospital workers, airline machinists, and firefighters. Training was also given to multi-union audiences through organizations such as the Sacramento Committee on Occupational Safety and Health (SACOSH).

The structured training sessions were complemented by numerous talks given before labor, management, professional, and academic audiences. LOHP staff also partici-

pated as speakers and trainers at regional and national educational events, such as the AFL-CIO's Third Western Regional Summer Institute for Union Women at Santa Cruz in August 1984; the national meeting of the American Public Health Association at Anaheim in November 1984; and regional meetings of the American Industrial Hygiene Association.

#### **Technical Assistance and Special Projects**

LOHP answers more than 200 requests for technical assistance each year. Since many of these services are provided to 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 local and national health and safety organizations in the development of training programs and materials; and making referrals for medical, legal, and other services.

In addition to one-time 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) office space; (c) a shared resource library on current scientific and policy developments regarding VDTs; and (d) editorial and production help with *Video Views*.

**The Indoor Air Pollution Project.** LOHP continued to provide advice and assistance to the labor and community groups that form this organization. In 1983-84, the coalition was successful in petitioning the Cal/OSHA Standards Board for a workplace ventilation standard. In 1984-85, LOHP staff served as technical consultants to the Advisory Committee formed by the Board to develop such a standard. LOHP also worked with several groups to present a major conference on indoor air quality in March, 1985. (See "Training Programs and Conferences" section of this report.)

**California Workers' Compensation Reform Coalition.** LOHP and Labor Center staff maintained close ties with these activists, who include injured workers, union members with an interest in workers' compensation, professionals, and students. LOHP and the Labor Center offered meeting space, technical advice, and cosponsorship of a major conference on workers' compensation in April, 1985. (See "Training Programs and Conferences" section of this report.) The Coalition has drafted a program of proposed reforms of the California compensation system, together with a detailed analysis of the system's present shortcomings. Many of the proposed reforms, supported by the California Labor Federation, have been introduced as state legislation in 1985.

**Transit Study.** LOHP's industrial hygienist continued to supervise industrial hygiene students from the U.C. Berkeley School of Public Health who are collecting environmental monitoring data related to stress and hypertension among San Francisco MUNI bus drivers. This study is a component of the larger Stress and Hypertension Project being conducted 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 is now being prepared for the National Institute for Occupational Safety and Health (NIOSH).

**Worker Education Consultation.** LOHP staff members are participating on a Cal/OSHA committee which is assessing occupational health education in California. LOHP also prepared a report and a set of recommendations on occupational health education and outreach for the State Department of Health Services, Hazard Evaluation System and Information Service (HESIS).

**Davis Industrial Hygiene Consultation.** LOHP's industrial hygienist continued to serve as a consultant at the Occupational Health Clinic of U.C. Davis' Sacramento Medical Center, working with a team of residents and medical students.

### **Policy Research**

Policy research during 1984-85 was primarily in two areas:

**Hazardous Waste.** In preparation for presenting the NIOSH course for waste site workers (see "Training Programs and Conferences" section of this report), LOHP staff and a student intern researched the problem of toxic waste, applicable regulations, and worker protection. Available materials in these areas were collected and screened for possible educational use, and much of the information was published in a special expanded issue of *Monitor*, which was devoted to hazardous waste.

**Workers' Compensation.** LOHP staff, Labor Center staff, and a graduate student intern served as technical advisors to the California Workers' Compensation Reform Coalition. This assistance required a thorough analysis of the present compensation system and various proposals currently under consideration for legislative changes. The research led to a major conference in April 1985 (see "Training Programs and Conferences" section of this report), and to several articles in *Monitor*.

### **Library and Resource Center**

LOHP continued to expand its library and audiovisual collection, both of which are 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 houses an extensive collection of materials on video display terminals, which is shared with the VDT Coalition. During 1984-85, the Resource Center was used by more than 300 students, workers, union representatives, management personnel, and professionals.

### **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 National Institute for Occupational Safety and Health (NIOSH), Continuing Education activities include workshops, classes, and conferences which offer course 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.

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. C.E. program staff also serve on Professional Education Committees of local affiliates of several voluntary associations (e.g., American Cancer Society, American Lung Association, 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 1984-85, the C.E. program, in cooperation with the American Medical Association and local medical societies, assisted the Bay Area medical community in assessing and in addressing the lack of occupational health courses in their medical education. The San Francisco Lung Association Occupational Health Committee and the Continuing Education component jointly launched a special pilot program to introduce prevention measures in occupational health as part of the educational curriculum in a local vocational school.

LOHP and C.E. program staff continued work on a research project designed both to evaluate occupational health professionals' need for skills as worker educators and trainers and to promote special course development in this area. A survey of NIOSH Educational Resource Centers nationwide is underway to determine the extent to which their training programs respond to this need.

During 1984-85, the C.E. program offered a substantial and innovative range of courses, including "Health and Safety Training for Workers at Hazardous Waste Sites" in August; "Monitoring Strategies for Industrial Hygiene" in September; "Administrative and Management Skills for Occupational Health Professionals" in November; "Recognition of Occupational Health Hazards" in February; "Indoor Air Quality: Practical Approaches to a Healthy Work Environment" in March; and "Industrial Ventilation" in June.

### **Staff**

As in previous years, during 1984-85, LOHP worked closely 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; Brenda Presley, Labor Program Coordinator (until April, 1985); Darryl Alexander, Labor Program Coordinator (from July 1985); 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, Secretary. Ken Light continued as LOHP's Media 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

During 1984-85, the Center continued efforts, in conjunction with its Advisory Committee, to design a certification program in four major human resources areas: Staffing, Compensation, Training and Development, and Labor Relations. At the completion of the academic year, general agreement concerning required and elective subjects in each of the four functional areas had been achieved; selected "pilot" seminars will be presented in the 1985-86 program year.

Preliminary work to revise and broaden the marketing strategy used by the Center to publicize its program was also undertaken. Primarily this involved making improvements in the mailing list and preparing and publishing a general catalogue which identifies and describes the 1985-86 seminar schedule. The catalogue is slated for general distribution in mid-August 1985.

The year's seminar schedule reflected a continued broadening of the Center's human resources subject base. Highlights of 1984-85 included several successful "cutting edge" human resources programs, such as "The Bottom Line: Measuring Cost Effectiveness in Human Resources Programs"; "Facing the Challenges of Comparable Worth and Job Evaluation: Issues and Approaches"; and "Management Development and Succession Planning: Issues and Approaches."

Foreign visitors to the Center included editorial writers from the *Japan Economic Journal* and *The Yomiuri Shimbun*, the Japanese equivalent of the *Wall Street Journal*.

**CENTER FOR HUMAN RESOURCES PROGRAMS**

**1984-85**

<b>Subject</b>	<b>Date</b>	<b>Location</b>
<b>Managing Your Labor Relations .... With Confidence!</b>	<b>August 26-31, 1984</b>	<b>Double Tree Inn Monterey</b>
<b>Managing Your Day- to- Day Labor Relations: Labor Contract Administration</b>	<b>September 24-25, 1984</b>	<b>Cathedral Hill Hotel San Francisco</b>
<b>The Bottom Line: Measuring Cost Effectiveness in Human Resources Programs</b>	<b>October 15-16, 1984</b>	<b>Meriden Hotel San Francisco</b>
<b>Discipline: Due Process or Disaster</b>	<b>November 19, 1984</b>	<b>Holiday Inn-Bay Bridge Emeryville</b>
<b>Collective Bargaining: Tactics, Techniques and Table Manners</b>	<b>December 3-5, 1984</b>	<b>Cathedral Hill Hotel</b>
<b>Basic Employment Interviewing Concepts &amp; Skills</b>	<b>December 6-7, 1984</b>	<b>Cathedral Hill Hotel</b>
<b>Facing the Challenges of Comparable Worth &amp; Job Evaluation: Issues and Approaches</b>	<b>January 17, 1985</b>	<b>San Francisco Hilton &amp; Tower</b>
<b>Basic Employment Interviewing Concepts &amp; Skills</b>	<b>April 1-2, 1985</b>	<b>Holiday Inn-Union Square San Francisco</b>
<b>Absenteeism: Causes, Costs and Controls</b>	<b>April 22-23, 1985</b>	<b>Holiday Inn-Union Square</b>
<b>Building Due Process Into Your Disciplinary Program</b>	<b>May 13, 1985</b>	<b>Cathedral Hill Hotel</b>
<b>Going to Arbitration</b>	<b>June 3-4, 1985</b>	<b>Cathedral Hill Hotel</b>
<b>Management Development and Succession Planning: Issues and Approaches</b>	<b>June 6, 1985</b>	<b>Holiday Inn-Union Square</b>

**In-House Training**

<b>BART Management Training Program</b>	<b>May 20-22, 1985</b>	<b>BART Training Center Oakland</b>
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## 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. Owing to the large number of requests and the fact that they came from different levels of government covered by different legal frameworks, a decision was made to experiment with training through a special publication program rather than by the traditional classroom method. This approach made it possible to reach all interested parties quickly and efficiently and to maximize the capabilities of the staff. The response from the field to this experiment was, and is, enthusiastic. 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. CPER's general purposes today remain the same: (1) research and analysis of events, trends, and issues, and (2) rapid publication of the results for practitioners, elected officials, academic researchers, and students.

As a neutral public service project, CPER has achieved high visibility among practitioners and legislators at all levels of government. Its authoritativeness is widely recognized both in California and throughout the U.S. 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 court 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.

The CPER Program includes (1) public-sector employment relations research, both at the statewide and national levels, (2) publication of periodicals: *California Public Employee Relations*, a quarterly magazine; the *Extra Edition*, a quarterly supplement to the magazine; the *Special Reporting Series*, an expedited news service; and the *Annual Index*, (3) occasional publications, (4) reference and consultation services: cooperation with labor relations, academic, research, and community organizations, visiting scholars, faculty, students, public policymakers, and the news media, (5) cooperation in education programs and conferences presented by the Institute's Labor Center and Center for Human Resources Programs and by other institutions, (6) acquisition, organization, and storage of information in CPER's library of public-sector data and publications.

### 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 seventeenth 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 1984-85 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 1984:**

"Affirmative Action, Seniority, Layoffs: A Symposium on the Memphis Decision" (Bonnie G. Bogue, CPER staff; Marjorie Gelb, Lecturer in Law, Boalt Hall, U.C. Berkeley; Duane W. Reno, Attorney, Davis & Reno; Jeffrey C. Freedman, Attorney, Goldstein, Freedman & Klepetar).

"California: Employment Trends in the Public and Private Sectors" (B.V.H. Schneider, CPER staff).

"Should Retirement Be Negotiated?--The Taxpayers' Perspective" (Rebecca K. Taylor, Senior Research Analyst, California Taxpayers Association).

**December 1984:**

"'Ability to Pay' Under Factfinding: A Management Comment" (Kenneth F. Hall).

"'Ability to Pay' Under Factfinding: A Union Comment" (Richard L. Odgers).

"A 10-Year Review of Compulsory Arbitration in California" (Alan C. Davis, Attorney, Davis & Reno).

**March 1985:**

"Symposium: Should Local Government Be Brought Under PERB's Jurisdiction?" (Allan Burdick, Legislative Representative, County Supervisors Association of California; Richard Carpenter, Director, League of California Cities; Terry Brooks, Executive Director, California Independent Public Employees Council; Margaret Butz, United Public Employees Local 790, SEIU; Ian McAndrew, Director of Labor Representation, Peace Officers Research Association of California; Harry Steimer, General Manager, California State Firemen's Association; Daniel A. Terry, President, Federated Fire Fighters of California, AFL-CIO; John W. Jaeger, Member, Public Employment Relations Board).

"U.S. Supreme Court: FLSA Applies to State and Local Government" ("The Supreme Court's Decision," Bonnie G. Bogue, CPER staff; "How FLSA Might Apply," Marla Taylor, CPER staff).

July 1985 (the normal June issue was published a month late to expedite coverage of the Supreme Court's strike decision):

"The Supreme Court's Strike Decision: Implications and Ramifications" (Bonnie G. Bogue, CPER staff).

"Permissible Service Fee Activities Delineated by Court of Appeal" (Dave Bowen, CPER staff).

"The Dollar-Base Salary Schedule: A Proposal for Public Schools" (Joe DiGeronimo, Associate Superintendent, Personnel, and George A. Gustafson, Superintendent, Ukiah Unified School District).

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 1984-85, 144 pages were devoted to such articles. Synopses of all cases issued by PERB during the year were also prepared by the staff and printed, as were summaries of key decisions by public-sector arbitrators (a total of 38 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 in 1984 to start experimenting with four issues of an *Extra Edition*. A modest version of the quarterly magazine, the *Extra Edition* ran 18-24 pages in 1984-85, except for the June edition, which was 62 pages and contained a complete copy of the state Supreme Court's decision on the legality of the strike in California public employment. The *Extra Edition* includes news reports and the CPER abstract services. New features are updates on pending litigation and legislation and notes on recent publications. It was decided that a continuation of this increase in service would depend on the volume of subscriber support. So far, it appears that support is strong.

*Special Reporting Series.* The practitioners' need for immediate information on events which occur between issues of *CPER* and the *Extra Edition* continues to be met by publication of the *SRS*, although, as expected, use of the service has been reduced by the move to eight scheduled publications. This year, the series included reports on (1) the state Supreme Court's decision that charter cities and counties must meet and confer with employee organizations before placing on the ballot charter amendments relating to matters within the scope of representation, and (2) the Department of Labor's announcement of its Fair Labor Standards Act enforcement policy.

*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 120 pages, is now being compiled on a computer.

## Occasional Publications

The *Pocket Guide to the Meyers-Milias-Brown Act* was published in April. It is the first in a new Easy Reference Series designed primarily for first-line supervisors, shop stewards, and union representatives. Only 32 pages, the *Pocket Guide* contains (1) a description of the local government bargaining 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 for CPER analyses, and (4) a glossary of labor relations terms designed for MMBA users. Priced to encourage bulk orders, the booklet was close to selling out its first edition by the end of the fiscal year. Similar guides to the Educational Employment Relations Act and the Public Safety Officers Procedural Bill of Rights Act are in preparation.

Research time continued to be allocated to CPER's monograph series, five of which have been published since 1977. With the issuance of the state Supreme Court's decision in May that public employees' strikes are not illegal, it was possible to resume work on the study of strike experience in California since 1970 and the evolution of strike policy.

## Reference and Consultation

Direct access to the CPER staff is considered to be one of the Program's more important offerings. For example, approximately 147 telephone and direct 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; and university professors and students.

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, Department of Rehabilitation); legislative officers (Assembly Committee on Public Employees and Retirement, Senate Finance Committee, Senate Minority Caucus); academicians (Boalt School of Law, Claremont Graduate School, Oxford University, U.C. Berkeley, U.C. San Diego, University of Illinois); and news media (*Contra Costa Times*, *Los Angeles Times*, *San Bernardino Sun*, *San Francisco Chronicle*, *San Jose Mercury-News*).

## Cooperation in Education Programs and Conferences

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 (see summaries elsewhere in this report). CPER data support such instruction and CPER staff often participate in the programs. In addition, the staff cooperates with other institutions by speaking at conferences and providing resource assistance.

## 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 employee 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 organiza-

tions. 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

Forty-one graduate students were associated with the Institute during 1984-85, of which 28 were employed as Research Assistants, and 13 occupied office space but were not financially connected. 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 1984-85 by students affiliated with the Institute are:

Todd Easton (Economics): "The Impact of Collective Bargaining on Teacher Salary Determination in Oregon Public Schools."

M. Teresa Ghilarducci (Economics): "Pensions and Collective Bargaining: Toward a Comprehensive Retirement Security Program."

Julia Hanson (Economics): "Segregation and Racial Transition in Urban Labor Markets."

Thomas Karier (Economics): "The Union Impact on Profits, Profitability, and Prices."

Christopher Ruhm (Economics): "Job Tenure and the Consequences of Job Separations."

Donald Mar (Economics): "Chinese Immigrants and the Ethnic Labor Market."

The following is a list of graduate students who were affiliated with the Institute during 1984-85:

Name	Department	Name	Department
William Barnett	Business Admin.	Thomas Janoski	Sociology
Nancy Bell	Business Admin.	James Jasper	Sociology
Rebecca Blair	Business Admin.	Bruce Kieler	Business Admin.
Warren Boeker	Business Admin.	Marlene Kim	Economics
Richard Boettger	Business Admin.	Thomas Larson	Economics
Philip Bokovoy	Economics	Alan MacArthur	Economics
Nakiye Boyacigiller	Business Admin.	Kathryn Marshall	Economics
David Brauer	Economics	Chris Martin	Economics
Ramon Castellblanch	Economics	James McGuire	Political Science
Jennifer Chatman	Business Admin.	Pamela McKechnie	Business Admin.
Allen Cheadle	Economics	Stephen McMullin	Economics
Soon K. Cho	Sociology	Suzanne Meehan	Economics
Isaac Cohen	History	Yoshifumi Nakata	Economics
Nancy Euske	Business Admin.	James Peoples	Economics
Guadalupe Friaiz	Business Admin.	Amelia Preece	Economics
Lori Gladstein	Economics	Christopher Ruhm	Economics
Jerry Goodstein	Business Admin.	William Segal	Economics
Elizabeth Greenberg	Political Science	Carol Stephens	Business Admin.
Susan Hahn	Sociology	Pamela Tellew	Economics
Paul Huo	Business Admin.	Howard Tokunaga	Psychology
		John Williams	Economics

### **Berkeley Chapter Human Resources Council**

The BCHRC is a campus organization of students interested in the profession of human resources management and is affiliated with both the Northern California Human Resources Council (NCHRC) and the American Society for Personnel Administration (ASPA). The BCHRC maintains its office in the Center for Human Resources Programs, from which it receives guidance from the Center's Chairman and certain educational advantages, such as free enrollment in selected Center for Human Resources conferences and seminars.

For BCHRC, highlights of 1984-85 include:

- \* A successful speaker series on the various functional areas of human resources. Speakers included human resources representatives from major corporations in the Bay Area, and a special address on human resources in the automobile industry was given by Douglas Fraser.
- \* A resume writing/employment interviewing workshop and panel discussions.
- \* A continuation of "networking" opportunities afforded members by attendance at NCHRC dinner and Board meetings, and BCHRC's office-visit program.

The BCHRC distinguished itself by winning ASPA's 1984 Student Chapter Merit Award, presented to the Chapter in 1985.

### **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, though 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. Approximately six interns are placed at LOHP each year. Last year's student interns included the following:

- \* Glen Shor (Doctoral student, School of Public Policy, U.C. Berkeley).  
Topic: Workers' Compensation.
- \* Cathy Holt (MPH student, U.C. Berkeley). Topic: Hazardous Waste.
- \* Cathie Chavez (MPH student, U.C. Berkeley). Topic: VDT Hazards.
- \* Pamela McNab (MPH student, U.C. Berkeley). Topic: Continuing Education.
- \* Kim Hagadone (Cogswell College, San Francisco). Topic: Asbestos Conference.

- \* 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.

**Center for Labor Research and Education**

Doctoral candidates play an important role in publishing the *Labor Center Reporter*. Each issue of this newsletter consists of three short articles discussing subjects of relevance to labor. The editorial board is comprised of graduate students, along with two faculty members and a labor coordinator. (For a list of recent issues, see the Publications section of this report.)

## 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 1984-85 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:

	<b>Annual Subscription</b>	<b>Three-Year Subscription</b>	<b>Single Issue</b>
<b>Domestic</b>			
Individuals	\$15.00	\$35.00	\$5.00
Institutions	\$20.00	\$50.00	\$7.00
<b>Foreign</b>			
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 development in the California public sector. The subscription service for 1984-85 consisted of: *CPER Magazine* (four quarterly issues containing analytical and descriptive articles, news coverage of recent events in the field, abstracts of decisions of the Public Employment Relations Board and arbitration decisions of third-party neutrals, and reprints of major court decisions); *CPER Extra Edition* (four quarterly issues containing news, litigation and legislation updates, publications summaries, and abstracts of PERB and arbitrators' decisions); *CPER Special Reporting Series* (interim bulletins); *CPER Index* (general index,

statutory index, table of cases, index of neutrals' decisions); and the 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: \$118.00 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 1984-85, the 29 newsletters listed below were issued; 15 were authored by students, 12 by staff, and 2 by invited experts. Examination copies are available.

No.

- 126 "The Histadrut--Israel's General Trade Union Federation," by Isaac Cohen (August).
- 127 "Labor and Politics--Some Basic Issues," by Sidney Roger (September).
- 128 "Sharing the Work," by David Stern (October).
- 129 "An Economic Report Card for Reagan," by Clair Brown (October).
- 130 "Women's Economic Agenda Project: Aiding Women, Workers, and the Poor," by Marlene Kim (October).
- 131 "An Economics Reading List for Trade Unionists," by the LCR Board (November).
- 132 "The United Farm Workers and the Grape Boycott," by Suzanne Meehan (November).
- 133 "More Wage Concessions in the Future?" by Allen Cheadle (December).
- 134 "The Farm Labor Organizing Committee and the Campbell's Boycott," by Suzanne Meehan (December).

- 135 "The 1984 San Francisco Restaurant Strike," by Allen Cheadle (December).
- 136 "Reform of Workers' Compensation in California," by Bruce Poyer (January).
- 137 "Interview with Douglas Fraser," by Phillip Bokovoy and Allen Cheadle (January).
- 138 "The Collapse of the Steel Industry in America," by David Brauer (January).
- 139 "A Strike in the Ivy League--Yale Clericals Demand a Fair Salary," by Lori Gladstein (February).
- 140 "Reform of Workers' Compensation in California--Part II," by Bruce Poyer (February).
- 141 "Labor's Attempt to Save the Steel Industry," by Clair Brown (February).
- 142 "Reform of Workers' Compensation in California--Part III," by Bruce Poyer (March).
- 143 "The ILWU Boycott of South African Cargo," by John Williams (March).
- 144 "Reform of Workers' Compensation in California--Part IV," by Bruce Poyer (April).
- 145 "The Battle of the Budget--Where to Cut?" by David Brauer (April).
- 146 "Tax Reform Proposals," by Allen Cheadle (April).
- 147 "Parliamentary Procedure--At a Glance," by the Labor Center Staff (May).
- 148 "Will Star Wars Improve Our National Security?" by Clair Brown (May).
- 149 "The Failure of U.S. Labor Law," by Suzanne Meehan (May).
- 150 "Non-Union Workers Lose Right to Representation in Meetings With Boss," by Steve Diamond (May).
- 151 "California's Employment Training Panel--Who Benefits?" by David Stern (June).
- 152 "Divestment is Not Just Symbolic," by Suzanne Meehan (June).
- 153 "The Financial Aspects of Divestment," by Clair Brown and Michael Reich (June).
- 154 "Materials on Divestment Available from Labor Center, U.C. Berkeley," by the Labor Center Staff (June).

Subscription rate: \$10.00 per year.

## II. Faculty Reprint Series, 1984-85

No.

- 459 "Occupational Safety and Health Regulations and Economic Theory," by William T. Dickens. Reprinted from *Labor Economics: Modern Views*, edited by William Darity, Jr. (1984).
- 460 "Designing Strategic Human Resources Systems," by Raymond E. Miles and Charles C. Snow. Reprinted from *Organizational Dynamics* (1984).
- 461 "Exit, Voice, and Muscle: A Note," by Lloyd Ulman and Elaine Sorensen. Reprinted from *Industrial Relations* (1984).
- 462 "What Promises Are Worth: The Impact of Affirmative Action Goals," by Jonathan S. Leonard. Reprinted from *The Journal of Human Resources* (1985).
- 463 "Industrial Relations: Time of Change," by George Strauss. Reprinted from *Industrial Relations* (1984).
- 464 "Nothing Fails Like Success: The Evaluation-Research Industry and Labor Market Policy," by Harold L. Wilensky. Reprinted from *Industrial Relations* (1985).
- 465 "Accounting for the Decline in Union Membership, 1950-1980," by William Dickens and Jonathan Leonard. Reprinted from *Industrial and Labor Relations Review* (1985).
- 466 "An Institutional Model of Wives' Work Decisions," by Clair Brown. Reprinted from *Industrial Relations* (1985).

## III. Recent Miscellaneous Publications

The *Pocket Guide to the Meyers-Milius-Brown Act*, a CPER publication, was issued in April. It is the first in a new Easy Reference Series designed primarily for first-line supervisors, shop stewards, and union representatives. The 32-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 (five or more, \$2.00 each).

*Can They Just Fire Me? The Skelly Decision and California Public Employees*, by Steve Diamond (1984), and *"Hey, The Boss Just Called Me Into The Office...." The Weingarten Decision and the Right to Representation on the Job*, by Steve Diamond (1984). These are pocket-size, clearly written, short pamphlets from the Labor Center designed to be carried on the job. \$0.75 each (ten or more, .50 each). The newest Labor Center pamphlet is *How to Make the Best Use of Your Time*, by Miriam Chown (\$2.50 each).

"Measuring and Evaluating Pension Fund Investment Policy," by Bruce Poyer (Rev. Sept. 1984); "Pension Fund Investments and Politics," by Bruce Poyer (May 1985); and "Labor Law and the Employment of Undocumented Workers," by Matthew D. Ross (June 1985). These are in-depth *Research Reports* issued by the Labor Center.

*Working for Your Life: A Woman's Guide to Job Health Hazards and Workplace Health and Safety: A Guide to Collective Bargaining* are published by LOHP; these books cost \$12.00 and \$7.00, respectively.

*Getting the Facts*, a practical handbook published by LOHP for \$6.00, includes a comprehensive bibliography on occupational health. This section has recently been updated. The supplement, *Getting the Facts: Update*, sells for \$3.00.

*Investments of California's Public Sector Pension Funds*, by Michael Linfield, Pension Investment Unit, State of California (1982). This is the first study of its kind of aggregate investment patterns of pension funds in California. While it concerns public-sector funds, this study raises significant investment policy issues that are equally applicable to private sector funds, \$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). This is a comprehensive workbook for union negotiators, officials, and members on concepts, arithmetic, and strategies in bargaining cost-of-living clauses. The book includes formulas, model clauses, and sample clauses needed to construct any kind of COLA, \$10.00.

*Accounting and Office Manual for Labor Unions*, by Harry C. Fischer, C.P.A. (1979). Revisions of Fischer's 1961 manual incorporating significant changes and new developments in the Labor-Management Reporting and Disclosure Act, and providing a comprehensive review of the functions of the financial office of the local labor union, \$10.00.

*Grievance Arbitration in Public Employment*, by Paul D. Staudohar (1977). A practical guide for grievance handling and arbitration in the public sector. Includes a review of practices in various jurisdictions, analyses of key issues, and summaries of arbitration decisions, \$10.00.

#### IV. Audiovisual Materials

*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-fourth year of operation, *Industrial Relations*, the Institute's academic journal, still retains its broad focus and international appeal, and its circulation remains steady at about 2,200 subscribers.

During 1984-85, David Bowen and Clair Brown continued to share editorial responsibilities, with Bowen overseeing industrial relations submissions and Brown covering those in labor economics. Associate editors David Brody, Lloyd Ulman, Harold Wilensky, and Sheldon Zedeck handled manuscripts in the areas of labor history, collective bargaining, sociology-political science, and human resource management, respectively. The journal continued efforts to expand its publication of papers in these areas and to provide institutional analysis across a wide spectrum of fields relevant to industrial relations.

The journal's commitment to a policy of developing and publishing symposia on topics of current interest was especially evident this year, with symposia appearing in two of the three yearly issues. In the Fall, a group of internationally known scholars examined the topic of labor relations and high unemployment abroad; Lloyd Ulman coordinated the five symposium papers. The Winter issue again featured an international roster of authors. This time the focus was on active labor market policies--specifically, what lessons we in the U.S. might learn from the experiences of policymakers abroad; Harold Wilensky coordinated the papers.

In addition to these symposia, the journal published 18 unsolicited papers (out of about 200 submitted) during the year. As in the past, several of these dealt with international topics and/or were written by foreign scholars (e.g., Michael Gordon contributed a paper analyzing the growing debate in West Germany over equity participation by employees).

The journal's 18-member board of editors, composed of U.C. faculty and scholars at universities elsewhere, provided valuable reviewing assistance throughout the year. The board's evaluation efforts were supplemented by reviews from over 50 scholars both here and abroad who accepted invitations to appraise one or more submitted papers.

Barbara Porter is the Managing Editor; the Assistant Editor is Katherine Mooney; and Susan Moreland serves as Circulation Manager.

## THE LIBRARY

Since the Institute's founding, the library has been an integral part of its program and mission. The library collection has strengthened and supported the Institute's research, teaching, and community service goals. Its primary users are the Institute faculty and students, and it is their teaching and research needs which have helped determine collection development through the years. The library also welcomes users from outside the Institute. These include faculty, students, and staff from elsewhere on campus, visiting scholars, arbitrators, consultants, union members, company executives, and government officials. Reference service, library orientation, and instruction in the use of the library are provided as library staff time is available.

Research and reference inquiries cover a wide range of interests within the field of industrial relations, including the areas of collective bargaining, human resource management, organizational behavior, labor union activities and history, work redesign, productivity, wages and compensation, and technological change. There is overlap with collections in the General Library system; the most closely allied collections are Government Documents, Social Science, Education/Psychology, Public Health, and Law. The convenience of a collection with an "industrial relations" focus is, however, much appreciated by users who otherwise would need to search numerous widely scattered locations on campus for materials in the multiple disciplines that comprise this field. When extensive bibliographic research is required, users are encouraged to begin their search with CATALOG 2: BOOKS and SERIALS, the General Library microfiche catalog of acquisitions since 1980. This set of fiche is available in the IIR library. The researcher may also be directed to MELVYL, the rapidly growing online catalog of holdings in all nine U.C. campus libraries. The one million entries now included on MELVYL can be accessed in limited form by author, title, and subject--or a combination of the three. The advent of the MELVYL online catalog is one of the most important developments in the U.C. library world. We hope to make it available to IIR library users within this coming year.

Today the full IIR collection numbers some 55,000 items--books, journals, newspapers, reports, reprints, dissertations, government documents, looseleaf services, working paper series, oral histories, and ephemera. More than 1,000 items were cataloged during 1984-85. The traditional card catalog still serves as the initial, indispensable tool for locating library materials; IIR holdings are not now "on line." Economy has always been a very important consideration, and has become increasingly so with budgetary cutbacks, the escalating costs of library materials, and the need to update equipment. Fortunately, 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. We depend, too, upon the serials exchange arrangements established through the years, thanks to the fine reputation of the Institute's journal, *Industrial Relations*.

This has been an encouraging year for the IIR library. A microcomputer will soon become available to the library staff, and will be used to update and simplify in-house procedures for more efficient operations. With the addition of this computer and the possibility of a second one, intended primarily for MELVYL and UNIX use, we look forward to the valuable link-ups which should increase significantly the library's usefulness and help to provide better service to all its users.

**Staff**

Nanette Sand continued as full-time librarian. Clara Stern, who is also the CPER librarian, served as part-time librarian for the IIR library, with special responsibility for cataloging. Janet Strothman provided additional cataloging help during the year. Allison Shock continued as full-time Library Assistant II, and Rick Simas and John Frey as student library assistants.

## BAY AREA LABOR STUDIES SEMINAR

Completing its tenth year, the Bay Area Labor Studies Seminar continued to draw an impressive range of participants. During 1984-85, speakers included both academicians and representatives from labor, management, and the general public, here and abroad. Lloyd Ulman and William Dickens co-chaired the Seminar this year, and the following sessions were arranged:

Speaker	Subject	Date
Daniel J. B. Mitchell (Professor, Graduate School of Management and Director of the Institute of Industrial Relations at UCLA)	Concession Bargaining in the Public and Private Sectors: Implications for the Future	September 17, 1984
Karl-Olof Faxen (Recent head of the Research Department of the Swedish Employers' Federation)	The Breakdown of the Centralized Swedish System of Collective Bargaining	October 16, 1984
Douglas Fraser (Past President of the United Auto Workers)	Labor in the Decade Ahead	November 20, 1984
David Brody (Professor, U.C. Davis)	The Labor Scene in Australia: A Visitor's Report	February 13, 1985
George Borjas (Professor, U.C. Santa Barbara)	The Impact of Assimilation on the Earnings of Immigrants: An Examination of the Evidence	March 5, 1985
Thomas Weisskopf (Professor, University of Michigan)	Worker Security and Capitalist Prosperity: An International Comparative Analysis	April 2, 1985
Clark Kerr (President Emeritus, U.C.)	Japanese Interest in Industry and the American Trade Union Movement: What Kind of a Relationship?	April 23, 1985

## 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 1984-85 were:

Marianne Debouzy  
University of Paris  
Paris, France

Nelson Lichtenstein  
Catholic University of  
America  
Washington, D.C.

Leele Ramamurthy  
Applied Industrial  
Management Services  
Bombay, India

### Other visitors

Kate Clark  
New Zealand Teachers Union  
Auckland, New Zealand

Carlo Dell'Aringa  
Universita Cattolica  
Milan, Italy

Jacques Fontaine  
National Secretary  
Centrale des Metallurgistes F.G.T.B  
Brussels, Belgium

Rene Geybels  
Secretary  
General Workers Union  
Liege, Belgium

Dr. Bruno Giuliani  
Via Dei Giraldi, 15  
Florence, Italy

Niels Lykke Jensen  
and Poula Helth Jensen  
Ministry of Labour  
International Relations Div.  
Copenhagen, Denmark

Ray Loveridge  
University of Aston  
England

Antonio Lucas  
c/o Institute for Social Research  
University of Michigan  
Ann Arbor, Michigan

Erik Ohrt, Peter Mikkelsen,  
and others  
Federation of Danish Mechanical  
Engineering and Metalworking  
Industries  
Copenhagen, Denmark

Eva Parum and  
Peter Ploughmann  
Directorat of Labour  
Copenhagen, Denmark

Roger Penn  
University of Lancaster  
Lancaster, England

Lu Qiangming  
Yunnan Forestry College  
Kunming, Yunnan  
China

Corey Rosen  
Executive Director  
National Center for  
Employee Ownership  
Arlington, Virginia

Stephen Wood  
University of London  
London, England

Terry Yonemura  
Executive Director  
International Businessmen's Club  
Tokyo, Japan

## THE FACULTY

### 1984-85

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
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
John Freeman	Business Administration	Organizational behavior; population ecology of organizations
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; changes in workplace demography
Raymond E. Miles	Business Administration	Organizational design; relationships between organizational environments and strategy
Charles O'Reilly	Business Administration	Personnel management
Michael Reich	Economics	Labor market segmentation; racial discrimination; income differentials

<b>Karlene Roberts</b>	<b>Business Administration</b>	<b>Avoidance of errors in complex systems; communications</b>
<b>Barry M. Staw</b>	<b>Business Administration</b>	<b>Commitment; determination of job attitudes; attribution theory; relationship between disposition and job satisfaction</b>
<b>David S. Stern</b>	<b>Education</b>	<b>Analyses of high school and vocational education programs</b>
<b>George Strauss</b>	<b>Business Administration</b>	<b>Studies on the boundary between organizational behavior and industrial relations, especially work on participation in management</b>
<b>Lloyd Ulman</b>	<b>Economics</b>	<b>Collective bargaining, especially its impact on wages and prices; incomes policies from an international perspective; manpower policies</b>
<b>Jan Vetter</b>	<b>Law</b>	<b>Equal employment in higher education; law of union-management relations</b>
<b>Harold L. Wilensky</b>	<b>Political Science</b>	<b>Comparative political economy; public policy; politics of taxing and spending; welfare policies</b>
<b>Sheldon Zedeck</b>	<b>Psychology</b>	<b>Assessment center processes; personnel psychology</b>

**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
Joan J. Lewis	Senior Administrative Assistant for the Institute
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>
Barbara E. Porter	Managing Editor for <i>Industrial Relations</i>
Mona Purifoy	Administrative Assistant for Community Services
Susan Salisbury	Library Assistant for the Labor Occupational Health Program
Allison Shock	Library Assistant for the Institute Library
Rick Simas	Student Assistant for the Institute Library