



The
Institute of Industrial Relations
University of California
(Berkeley)

IIR

**A Report on:
Research
Training
Community Activities
1976-1977**

REPORT ON

RESEARCH ● TRAINING

and

COMMUNITY ACTIVITIES

1976-1977

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DIRECTOR'S INTRODUCTION

It has been claimed that the applied social scientist takes his text from the bold type in newspapers; if so he might simply be reflecting the truth in the more profound proposition that concrete human experience provides the essential raw materials out of which all intellectual discoveries, however abstract, are fashioned. Be that as it may, the work of our Institute -- the educational programs devised by its staff and the scholarship of its faculty members -- continues to respond to problems which are newly emerging or re-emerging in the community's labor markets and their institutions. The number of such problems is large and this is reflected in the diversity of work at the Institute, which is attested to in the various sections of this Annual Report. (This introduction merely cites some examples; it does not pretend to be a summary.) It is also reflected in attempts by Institute staff to devise and experiment with new educational and informational programs.

Several innovational efforts were launched during the academic year 1976-77. The first of these is the Center for Labor Research and Education's newly formed Torch Club, which is composed of new business agents under age 40. In the unions of Northern California, as in the rest of the country, the guard is changing at the same time that new problems are crowding in on the leadership and older ones are reasserting their importance. Many members of the new generation of leadership in the plants feel keenly the need to acquire as rapidly and efficiently as possible skills and knowledge which the older generation, growing up in the period when the modern system of collective bargaining itself was developing, acquired through long experience. A substantial number of Torch Club members consists of graduates of our Labor and Urban Studies Program, who have received formal training in many leadership skills; but they have also found it useful to supplement their own on-the-job training with academic work and so naturally gravitate to the Center when new dimensions are added to their jobs. New problems have also brought older heads to the Center with requests for new programs, especially for programs designed to cope with problems which, like OSHA and environmental programs, are essentially technical in nature. We regard the Torch Club as only a partial and initial response to the problems involved in helping new leaders cope with new problems; and we are currently attempting to broaden our effort and to devise a flexible battery of educational instruments under the rubric of an "Umbrella Project."

Turnover in office should provide a good opportunity for more ethnic minorities and women, as well as younger people in general, to be advanced to positions of leadership in trade unions. Through its popular and (to us) highly gratifying Labor and Urban Studies Program (formerly the Minority Union Leadership Training Program), the Center and the Institute have sought to help able and ambitious minority group students to equip themselves to be effective union officers. As this Report indicates, our formal consortium relationship with Merritt College has ended, but our interest in the development of curricula and faculty for these programs and in the Baccalaureate Degree programs at California State University at San Francisco and California State College at Dominguez Hills remains very strong, for we expect to experiment further with trilateral University-State College and University-Community College relationships in this and other areas where each type of educational institution can offer a distinctive contribution in an efficient division of educational labor.

Problems relating to discrimination in employment also continue to engage the attention of our academic members. Sheldon Zedeck has been analyzing the impact of equal employment opportunity legislation on employment testing procedures used by industrial management, a problem of great legal and policy importance. Michael Reich, in a quantitative study of racial

inequality in incomes in the U. S. over the postwar period, argues that such inequality has not declined secularly and that recorded income gains of blacks derive more from changes in their geographic and industrial location than from declines in economic discrimination *per se*. Mention of Samuel Haber's work on the entrenchment of the professions in America between 1830 and 1880 might be included in this paragraph on research in the area of discrimination, for Haber concludes that the professions were sustained by the social authority which they were accorded by the general public rather than by market forces; thus they enjoyed positions akin to nepotism, or negative discrimination.

Many of the new problems confronting both union leaders and management stem from a tendency in recent years for legislation on such issues as equal employment opportunity and environmental protection -- on and off the job -- to limit the substantive scope of collective bargaining and also to distinguish more sharply between the interests of the individual employee and the union selected as his bargaining representative. David Feller's work on the impact of increased legislative regulation on the institution of arbitration -- a keystone of the grievance procedure and a hallmark of the American approach to collective bargaining -- is therefore of great potential importance for policymaking. At the same time, it has become increasingly apparent that the new regulatory laws are encountering major problems of enforcement. Hence self-enforcement may become increasingly necessary, and the relationship between these legal regulations on the terms and conditions of employment and the institutions of collective bargaining may become more complementary and less competitive in nature. To that end, and to the extent that some of the difficulties of enforcement may be due to the technical and specialized nature of the problem area, our Labor and Occupational Health Program, with its small but professionally expert staff, is intended to make a contribution through its programs of research and technical assistance in health and safety problems. The two new coordinators who have joined the Program (Paul Chown and Ken McGrew) will supplement its scientific and technical resources with experience in the concrete problems of collective bargaining.

Another dimension of the environmental problem with which current and future negotiators must grapple is described by the overall designation of "job satisfaction." Job satisfaction relates generally to nonpecuniary aspects of work -- but the variety of approaches to this area is extremely wide-ranging from "job enrichment" and union-management cooperation (in this country) to schemes of worker "participation" in management and co-ownership of the enterprise abroad. George Strauss has been a leader in research in this field, and Jeffrey Pfeffer's work is currently concerned with a critical analysis of current measures of job satisfaction. Karlene Roberts is working on psychological consequences of variable work scheduling.

Collective bargaining in the public sectors of the economy continues to generate distinctive problems, especially in California where existing legislation continues to permit, and indeed encourage, diversity of local practices and systems. This diversity has exacerbated a general spottiness and heterogeneity of information concerning terms of employment and negotiated settlements. The Institute's California Public Employee Relations Program continues, through its expanded publications program, data acquisition and storage programs, educational conferences, and reference and consultation services, to improve the availability and dissemination of economic and procedural information; and it is currently attempting to devise further instruments, in cooperation with state governmental agencies. Another set of problems in this area concerns the relationships existing between collective bargaining and the raising and spending of public revenues. Municipal budgetary stringency and the resistance of citizens to rising taxes have made it imperative for negotiators in the public sector to acquaint themselves with the complexities of public budgeting; to this end the Center offered a pilot course in public budgeting in 1976-77.

This new problem area has also furnished grist for our academic mill in the form of a doctoral dissertation by Harry Katz of Economics (now at MIT) on the impact of unionism on public budgeting in San Francisco. It has even found its way into research by Ulman, Robert Flanagan (Stanford), and David Soskice (Oxford) on collective bargaining and inflation in nine European countries, where the influence of unionism on national monetary and fiscal policies is viewed as a big brother of the municipal bargaining-budgeting nexus.

Such recent developments as the wave of wildcat strikes in the bituminous coal industry, in defiance of the authority of the chief executive of the United Mine Workers, and proposals for amendments to the National Labor Relations Act in response to rapid industrial growth in the weakly organized South, make it clear that the relatively dormant areas of union structure, administration, and organization are presenting new problems to industry and union leaders. George Strauss, whose own interest in these areas has never lain dormant, proposes in new work to apply techniques of investigation and research results generated in the area of organizational behavior – an area developed for the analysis of management in which he, as well as Karlene Roberts, Raymond Miles, Jeffrey Pfeffer, John Freeman, and Sheldon Zedeck, have contributed extensively to the literature – to these problems on the union side. Freeman's current work also includes research into the nature of and conditions determining mergers among unions.

Finally, both union and management bargainers generally are attempting to cope with constraints, actual or around the corner, imposed by the requirements of general economic policy, as *it* tries to cope with the combined problems of inflation and unemployment. Work at the Institute in this area is represented by the nine-country study of inflation, institutional change, and so-called consensus policies (involving management, unions, and government policy-makers) referred to above.

However problems posed by unemployment and policies designed to reduce unemployment, discrimination, and poverty transcend the immediate relationships between any of these phenomena and collective bargaining. R. A. Gordon continues his important work on the structure and dimensions of unemployment. Clair Vickery's work on unemployment insurance -- a prime example of an old-line policy measure which has been undergoing intensive re-examination -- challenges the widely accepted conclusion that UI tends to increase the volume of unemployment; she suggests that, while it may reduce employment among experienced workers eligible for benefits, it may in so doing create more employment opportunities for ineligible and inexperienced workers. Michael Wiseman's research deals with the effectiveness of contracyclical public employment programs (which he finds to be relatively ineffecient) and with welfare reform (where he casts doubt on the efficacy of work incentives, which are prominently urged in Washington these days). Harold Wilensky's comparative international work on the "new corporatism" seeks to discover why the "tax-welfare backlash" is more acute in the U. S. and some other countries than in countries like the Netherlands and the Scandinavian nations.

* * *

I am happy to report that, despite its relentless pursuit of the problems of the day, our Institute has had occasion to be reminded of its continuing heritage with the publication of some of the leading work of our first Director. Clark Kerr's *Labor Markets and Wage Determination: The Balkanization of Labor Markets and Other Essays* made its appearance during this past academic year.

* * *

During the past year, Norman Amundson succeeded Donald Vial as Chairman of the Center for Labor Research and Education, and John Sloan has been appointed as a permanent member of the Center staff, where he joins Amundson, Peter Guidry, and Bruce Poyer. Vial is now Director of the Department of Industrial Relations in the State. During the year ahead, Gwendolyn Lloyd will retire as the Institute librarian, after twenty-nine years of service in the course of which she established our library and developed it into a center for community service which reflects her professional expertise in the arts of industrial relations as well as her high competence as a librarian. In view of her unique contributions to our Institute, it will not detract from the warmth of the welcome we extend to David Zaehring of the University of San Diego, who will join us as her successor, to dwell on the loss we shall all suffer from Gwen Lloyd's departure and to anticipate her frequent return to the place which she helped to build.

FACULTY RESEARCH

Collective Bargaining, Unions, and Public Policy

Lloyd Ulman (Economics) is engaged in a nine-country comparative study of wage inflation, institutional change, and consensus policies in Western Europe. Sponsored by the Brookings Institution, the study is primarily concerned with labor relations aspects of economic policymaking in the 1970's; however, in order to provide a suitable framework of analysis of wage determination and of the effectiveness of recent variants of incomes policies, the quantitative work covers much of the postwar period. Among the topics being considered are the distributional aspects of inflation, the role played by structural changes in union movements and bargaining structures, the international transmission of wage inflation, and the influence of labor movements and collective bargaining on macroeconomic policymaking. This project is being carried out in association with Robert J. Flanagan of Stanford University and David Soskice of Oxford University. As the last phase of the research, the group has recently completed a series of interviews with government officials, union and management representatives, and academic economists in the countries involved.

George Strauss (Business Administration) devoted a portion of 1976-77 to a re-evaluation of research dealing with union government. This subject received a great deal of attention from social scientists during the decade 1947-57, but since that period it has been largely ignored by scholars, with the significant exception of a few sociologists interested in formal union structure. In the meantime unions have matured, the founding generation of union officers has passed from the scene, and a wide variety of new research techniques has been developed in the social sciences. Strauss's study attempts to highlight the questions most needing research and also to bridge the gap between those who would view union democracy as requiring the development of an occupational community and those who analyze it in terms primarily of formal structure.

A second gap Strauss has been interested in bridging has been that between the fields of industrial relations and organizational behavior, especially with respect to collective bargaining. Here too, economists and behavioral scientists worked in close conjunction during the immediate postwar period, but have since shifted to other areas. Strauss believes that techniques recently developed in the behavioral fields, such as game theory, organization development, and organization-environment studies, have implications for collective bargaining. He finds encouraging signs that a new synthesis between the two research areas may emerge.

David E. Feller (Law) continued his exploration of the relationship between the adjudicative processes under a collective bargaining agreement (e.g., arbitration) and those external to it (e.g., through judicial and administrative bodies). One purpose of the research is to study the effect on the institution of arbitration of the increasing amount of legislative regulation of the terms and conditions of employment. Another purpose is to assess the validity and effectiveness of the National Labor Relations Board's policy of deferring to arbitration. He concludes that the effect on arbitration's autonomous status and freedom from judicial review will probably be adverse even in those instances in which the public agency, such as the NLRB, adopts a policy of deferral, that the effect is inevitable whatever the parties or arbitrators do, but that efforts to preserve arbitration's autonomy by abjuring decisions on questions of external law are probably undesirable.

During the year Feller also completed his study, conducted jointly with Professor Matthew Finkin of Southern Methodist University, of problems presented by legislative provisions dealing with faculty collective bargaining in state institutions of higher learning. The study involved proposed "model" provisions designed to best accommodate collective bargaining and the traditional forms of academic governance.

Manpower, Employment, and Welfare Policies

Welfare and Income Maintenance

Clair Vickery (Economics) has been studying two major income support programs: Aid to Families with Dependent Children (AFDC), and Unemployment Insurance (UI). Her research on AFDC, which focused on the definition of the family unit upon which benefits are based, discovered interrelationships among alternate definitions of household units. She also explored the economic incentives for the formation of households under different types of unit rules. The results pointed up the dangers of setting up income support programs based upon the mythical, stable two-adult, two-child household.

Vickery's work on UI is concerned with the effect of the current system on the distribution of unemployment between those eligible and not eligible for UI. Rather than increasing the number of unemployed, this work shows that one of the major impacts of UI is on the distribution of unemployment. The availability of UI for experienced workers may allow those ineligible (and without work experience) to have access to the few available, lower-paid jobs. In this respect, she believes, the UI system is working well.

Michael L. Wiseman (Economics) is continuing his work with sample data collected on Alameda County Welfare recipients in 1974. He is addressing the questions: (1) What effect do work incentives which are built into procedures for calculation of welfare benefits have on the likelihood that cases will close, that families will leave welfare, or that unemployed adults on welfare will take jobs? (2) Is it operationally feasible to segment the welfare population into "employables" and "unemployables" as is done in current proposals for welfare reform? Wiseman believes that the answer to question (1) is none or very little; his answer to question (2) is no.

Harold L. Wilensky (Sociology) is conducting a comparative study of the welfare state, which emphasizes the sources, substance, and effects of public consumption expenditures in a variety of countries. Using social security as a test case, the study examines convergence theory – the idea that modern societies converge in structure and ideology toward some uniform "post-industrial" state. The first stage of this work has culminated in his book, *The 'New Corporatism,' Centralization, and the Welfare State*, which was published during the year. This work tries to solve the puzzle of why – under recent conditions of stagflation, unemployment, resource exhaustion, and rising aspirations for equality and security -- countries which share similar levels of taxing and spending for the welfare state vary greatly in the political trouble they generate. A solution is offered in the form of a model of "corporatist democracy," a type of political economy which dampens mass protest. Three major reasons, Wilensky finds, for the easy mobilization of the "tax-welfare backlash" in some countries, including the U.S., are the dominance of old political parties, the decentralization of government and labor, and an over-reliance on painfully visible taxes.

Labor Market Behavior

Michael Reich (Economics) has been analyzing the determinants and consequences of racial inequality during 1950-1970. Studying both the largest SMSAs and disaggregated industries, and using data collected earlier in the year, he found that over the period 1950-1970 there was no decline in racial income inequality. He also finds that very little of the variance in racial differences can be explained by conventional supply side variables such as education, age, and weeks worked, although several demand variables, notably industry profit rates, are important. The results suggest that the gains of blacks in the period result more from changes in their geographic and industrial location in the labor force than from declines in racial discrimination within particular industries or metropolitan areas.

Reich has also begun an investigation of post-1945 behavior of a variety of indices of labor market segmentation. These include the relative employment shares of the oligopolistic and competitive sectors of the private economy and trends in wage differentials both within and between sectors.

As a parallel to Reinhard Bendix's discussion of work and authority in industry (see p. 9), **Samuel Haber** (History) is writing about work and authority in the service economy in the second section of his book on the history of the professions in America from 1750-1900. In the earlier period (1750-1830), Haber had regarded professionalization as a species of monopolization; however, in the period 1830-1880, monopoly powers for the most part were lacking and yet the professions thrived and proliferated. He concludes that the professions were sustained not by market powers but by the position of social authority which they were granted by the broader culture. In the competitive Jacksonian economy, the merchants claimed to give their customers what they wanted; the professionals claimed to give their clients what they *needed*. How the professionals supported that claim is the main subject of the second section of Haber's book.

Manpower Policy

In addition to his interest in welfare programs, **Wiseman** continues to study the design and implementation of counter-cyclical public employment programs. He concludes that the net increment to local government employment of programs under the Comprehensive Employment and Training Act -- both in the short- and long-run -- is only about 20 new jobs for every 100 jobs subsidized. Wiseman also believes that, despite elaborate rules to allocate public employment in labor market areas suffering the greatest cyclical joblessness, these jobs are in fact allocated in little better than random fashion.

Organizational Behavior

Karlene H. Roberts (Business Administration) has been working on three research projects during the past year. The first is a continuation of a project which was initially concerned with individual factors related to communications in organizations but which has moved to a broader concern with organizations and their subgroups as information processing systems. The second activity is methodological. It is concerned with stating for behavioral scientists interested in organizational research a framework which might be used to guide the design of research or the integration of currently held research findings. The framework simultaneously considers the individual nested in his work group with groups nested into organizations. A third project, which

was initiated during the year, is concerned with antecedents to and psychological consequences of variable work schedules. This large field project is designed to study the questions of how people get into various work schedules (such as part- or full-time employment, employment in more than one job, etc.). The project will also examine employee responses (role ambiguity, conflict, productivity, etc.) to various work activities.

Influences on managers has been the subject of research for **Jeffrey Pfeffer** (Business Administration) during 1976-77. Using data collected from a large West Coast insurance company, Pfeffer is addressing the question of whether the activities of any specific manager can be predicted by knowing his relations with others in his (or her) "role set" as well as the kinds of expectations and demands made on him. The research to date tends to confirm his hypothesis. Further, it suggests that those managers who behave as his hypothesis predicts tend to perform better than those who do not.

Pfeffer has also been studying job satisfaction, specifically the question of whether current measures of job satisfaction really tell us much about jobs or motivations. He concludes that the attitudes tapped by such measures are extremely complex and that the responses depend largely on the way the questions are phrased. He argues, furthermore, that the commonly accepted need satisfaction approach to analyzing job attitudes and motivations is theoretically weak and not well supported by evidence. He proposes instead an approach to attitudes and meaning based on the effects of social influence and information salience.

Four projects have occupied the research time of **John Freeman** (Business Administration) during 1976-77. The first is a continuing analysis of California school district data to determine personnel allocation processes. When there are personnel cuts, proportionally more teachers are cut than administrators, a situation which is exacerbated by tax election failures. Freeman is expanding this research to other selected states. A second research project concerns union merger activities over time – i.e., who "gobbles up" whom, and under what conditions? The implications of merger activity for the incidence and duration of strikes is also under study.

A study of restaurant failure is also being conducted by Freeman. He is concerned with why some restaurants fail and others succeed – looking at, among other things, environmental factors and types of specialty. Finally, Freeman continues his research on the effects of changing technology on military organization, in particular on how technological changes affect military recruitment and, in turn, on how these changes in recruitment affect the relationship between military and civilian authorities.

Sheldon Zedeck (Psychology) spent part of his sabbatical year in Israel completing the revision of a joint textbook (with Ghiselli and Campbell) on the theory of psychological measurement. He also worked on a separate article dealing with issues of selection, testing, and equal employment laws, with emphasis on the impact of these laws on employment testing procedures in industry.

Zedeck also prepared a validation study of a physical proficiency test battery which is used to select candidates for semiskilled craft positions in a utility. He found that the test predicted female success as well as male success, thus suggesting that a separate test for women was not needed. In addition, he continued his long-term work with the "behavioral expectation" approach to performance evaluation. Finally, he made progress on a cross-national study comparing the attitudes and work ethics of U.S. and Israeli workers. Here his special concern has been the relationship between attitudes and work ethics on the one hand, and performance and stratification on the other.

Reinhard Bendix (Political Science) has completed his ten-year study of governmental authority, the results of which are to be published in his forthcoming book, *Kings or People: Power and the Mandate to Rule*. Drawing upon evidence collected in a seven-country survey, Bendix challenges two widely held assumptions concerning authority in societies. Opposing the view that political institutions merely accommodate themselves to underlying economic transformations, he demonstrates that the early formation of political structures is a force in its own right and that this early differentiation of societies still continues. Bendix also takes issue with the assumption that the main causes of change are from within societies. He believes that change must in part be caused by the reaction of educated elites to the models for social change provided by other advanced societies.

The relationship between an organization's market strategy and its internal structure and process characteristics has been the subject of **Raymond E. Miles'** (Business Administration) research. Together with his co-researchers (Charles Snow of Pennsylvania State University, and graduate students Alan Meyer and Henry Coleman), Miles has studied samples of organizations in four industries (college textbook publishing, electronics, food processing, and voluntary hospitals). The group's findings suggest that in each industry, organizations vary in the manner in which they align themselves with their market (e.g., some "prospect" across the entire spectrum of market opportunities while others "defend" a narrow domain of products and customers). The research suggests that attempts to change any one variable – e.g., an organization's strategy, its structure, or its internal process – without complementary changes in the other two variables is likely to prove dysfunctional.

FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES
1976-1977

The following is a partial list of publications (some of which appear in the Institute's faculty reprint series) and professional activities of faculty members and community services personnel.

Norman E. Amundson

Professional Activities

Member, Board of Directors, Printing Specialties Retirement Center.

Member, National Committee on Labor Education Extension Legislation.

Judge, Scholarship Awards, Amalgamated Clothing and Textile Workers Union.

Member, Advisory Committees to the Labor Studies Programs at California Community Colleges and State Universities.

Reinhard Bendix

Publications

"Province and Metropolis: The Case of Eighteenth-Century Germany," in Joseph Ben-David and T. N. Clark, eds., *Culture and its Creators, Essays in Honor of Edward Shils* (Chicago: University of Chicago Press, 1977), pp. 119-149.

Professional Activities

Participated in conference on the crisis of liberalism in the 1920's at Göttingen University, Germany, September 1976.

Janet Bertinuson

Publications

Occupational Health and Safety - A Manual for Floor Covering Apprentices (with Sidney Weinstein), Labor Occupational Health Program, 1976.

Occupational Health and Safety - A Manual for Foundry Workers (with Sidney Weinstein), Labor Occupational Health Program, 1976.

Professional Activities

Member, American Industrial Hygiene Association.

Member, AFT Local 1474 and Workers Education Local 189.

Western Regional Vice-President, University and College Labor Education Association.

Consultant, Occupational Health Task Force, Coalition of Labor Union Women.

Bonnie G. Cebulski

Publications

“Layoffs Versus Affirmative Action in the Public Sector,” Monograph, California Public Employee Relations Program (in press June 1977).

Professional Activities

Participated as judge of oral arguments, Appellate Advocacy Program, Boalt Hall School of Law, U. C. Berkeley, November 1976.

Directed independent study projects in public sector labor law for third-year students, Boalt Hall School of Law, Spring 1977.

Presented paper on Landmark Court Decisions in California Public Sector Labor Law at Labor Center program on the Relevant Legal Frameworks for California Public Sector Collective Bargaining, June 2, 1977.

Member, Labor Law Section, American Bar Association.

Member, San Francisco Chapter, Industrial Relations Research Association.

Morris E. Davis

Publications

“California Negotiated Clauses for Occupational Health and Safety,” “Documentation,” in J. Bertinuson and S. Weinstein, *Occupational Health and Safety: A Manual for Foundry Workers*, 1976.

“Workers’ Compensation,” in J. Bertinuson and S. Weinstein, *Occupational Health and Safety: A Manual for Floor Covering Apprentices*, 1976.

Professional Activities

Delivered address, “Organized Labor’s Role in Occupational Health and Safety,” at conference on Occupational Health and Safety: Legislative Trends and Issues, sponsored by the California Occupational Health Nurses Association, January 21, 1977.

Presented paper (with Donald Whorton), “Ethical Conduct and the Occupational Physician,” at the New York Academy of Medicine, June 21, 1977; to be published in the proceedings of the Academy.

Member, AFT Local 1474.

David E. Feller**Publications**

“The Impact of External Law Upon Labor Arbitration,” in *The Future of Labor Arbitration in America* (Am. Arb. Assn.: 1976), pp. 83-112.

“The Coming End of Arbitration’s Golden Age,” in *Arbitration-1976, Proceedings of the 29th Annual Meeting, National Academy of Arbitrators* (BNA: 1976), pp. 97-126.

“Legislative Issues in Faculty Collective Bargaining” in *Faculty Bargaining in Public Higher Education: A Report and Two Essays. A Report of the Carnegie Council on Policy Studies in Higher Education; Essays by J. W. Garbarino, D. E. Feller, and M. W. Finkin* (San Francisco: Jossey-Bass, 1977).

Professional Activities

Principal speaker on “The Duty of Fair Representation” at Midwinter meeting, Committee on Labor Arbitration and the Law of the Collective Bargaining agreement, ABA Section on Labor Relations Law, February 25, 1977.

Speaker, Section on Labor Relations Law, Los Angeles Bar Association, March 30, 1977.

Speaker on “The Bakke Case and Higher Education,” Western Deans’ Conference, Association of College and University Administrators, January 28, 1977.

Member, Special Committee on Admissions Policy, Association of American Law Schools.

Member, National Council, and Chairman, Committee N, American Association of University Professors.

John Freeman**Publications**

“The Population Ecology of Organizations” (with Michael Hannan), *American Journal of Sociology*, March 1977, 929-965.

“Union Merger Processes in Industrial Environments” (with Jack Brittain), *Industrial Relations*, May 1977.

Professional Activities

Member, Editorial Board, *Administrative Science Quarterly*.

Associate Editor, *American Sociological Review*.

R. A. Gordon**Publications**

“Another Look at the Goals of Full Employment and Price Stability,” in *Demographic Trends and Full Employment*, A Special Report of the National Commission for Manpower Policy (December 1976).

Professional Activities

Presented paper on “A Skeptical Look at the ‘Natural Rate’ Hypothesis” at the annual meeting of the Midwestern Economic Association, March 31, 1977, to be published in *Economic Theory for Economic Efficiency: Essays in Honor of Abba P. Lerner*.

Awarded the Berkeley Citation, June 1976.

Hazel M. Grove**Professional Activities**

Member, Berkeley Association of Non-General Librarians’ committee to design and compile a directory of non-general libraries and librarians.

Samuel Haber**Professional Activities**

Presented paper on “The Changing American Professions” to the American Society for Eighteenth Century Studies, Fifth Annual Conference, February 19, 1977.

Andrea Hricko**Publications**

“Pregnancy Ruling: Who’s Responsible for Propagation?” (The Gilbert v. G. E. Supreme Court case), *Los Angeles Times*, January 30, 1977.

Professional Activities

Speaker on occupational health at “Women’s Week,” San Diego State, April 27, 1977.

Presented paper on reproductive hazards at American Industrial Hygiene Association Conference, March 24-25, 1977.

Testified for the U. S. Department of Labor as expert witness on reproductive hazards to the Occupational Safety and Health Administration Hearing on Workers Exposure to Lead, March 15, 1977.

Presented paper on "The Worker's Right to Know about Occupational Cancer" at National Academy of Sciences conference, Washington, D. C., December 2, 1976.

Participated in week-long health and safety tour of Sweden, guest of the Swedish government, November 1976.

Guest lecturer, University of Washington School of Public Health, Seattle, October 8, 1976.

Member, Coalition of Labor Union Women and AFT Local 1474.

Clark Kerr

Publications

Labor Markets and Wage Determination: The Balkanization of Labor Markets and Other Essays (Berkeley: University of California Press, 1977).

Gwendolyn Lloyd

Publications

"PAIR Literature: Keeping Up to Date" (With Georgianna Herman) in Dale Yoder and H. G. Heneman, eds., *ASPA Handbook of Personnel and Industrial Relations*, Vol. VIII (Washington, D. C.: Bureau of National Affairs, Inc., forthcoming early 1978).

Professional Activities

Selected and indexed U. C. Berkeley titles for inclusion in *Industrial Relations Theses and Dissertations, 1975*. (Madison, Wis.: Industrial Relations Research Institute, University of Wisconsin, forthcoming).

Participated in Annual Conference of Committee of University Industrial Relations Librarians, June 1-3, 1977, Urbana, Illinois.

Member, Special Libraries Association; participated in meetings of the San Francisco Bay Region Chapter.

Member, American Library Association.

Raymond E. Miles

Professional Activities

Visiting Professor, Amos Tuck School of Business, Dartmouth College, Fall 1976.

Presented workshop on Organization Analysis at the American Psychological Association meetings in Washington.

Delivered keynote address on "The Search for a New Organization Form" at the International O. D. Network, Vancouver, B. C.

Co-chaired conference on the Interface Between Organization Behavior and Business Policy.

Visiting Scientist, Tavistock Institute for Human Relations, London, Spring 1977.

Jeffrey Pfeffer

Publications

“Publication and Prestige Mobility of University Departments in Three Scientific Disciplines” (with A. Leong and K. Strehl), *Sociology of Education*, 49 (July 1976), 212-218.

“Joint Ventures and Interorganizational Interdependence” (with P. Nowak), *Administrative Science Quarterly*, 21 (September 1976), 398-418.

“Environments of Organizations” (with H. Aldrich), *Annual Review of Sociology*, 2 (1976), 79-105.

“Patterns of Joint Venture Activity: Implications for Antitrust Policy” (with P. Nowak), *The Antitrust Bulletin*, 21 (Summer 1976), 315-339.

“The Ambiguity of Leadership,” *Academy of Management Review*, 2 (January 1977), 104-112.

“Power and Resource Allocation in Organizations,” in B. M. Staw and G. R. Salancik, eds., *New Directions in Organizational Behavior* (Chicago: St. Clair Press, 1977), 235-265.

“Resource Allocation in United Funds: Examination of Power and Dependence” (with A. Leong), *Social Forces*, 55 (March 1977), 775-790.

“Organizational Context and the Characteristics and Tenure of Hospital Administrators” (with G. R. Salancik), *Academy of Management Journal*, 20 (March 1977), 74-88.

“Information Technology and Organizational Structure” (with H. Leblebici), *Pacific Sociological Review*, 20 (April 1977), 241-261.

“Who Gets Power – And How They Hold On To It: A Strategic-Contingency Model of Power” (with G. R. Salancik), *Organizational Dynamics*, 5 (Winter 1977), 3-21.

“Paradigm Development and Particularism: Journal Publication in Three Scientific Disciplines” (with A. Leong and K. Strehl), *Social Forces*, 55 (June 1977).

Professional Activities

Member, Editorial Boards of *Administrative Science Quarterly*, *Academy of Management Journal*, and *Industrial Relations*.

Advisory Editor, *Sociological Quarterly*.

Member of the Council, Section on Organizations and Occupations, American Sociological Association.

Session Chairman, Organizational Environments Session, American Institute for Decision Sciences 8th Annual Meeting, November 1976.

Session Chairman, "Some New Perspectives on Organizational Design," Institute of Management Sciences National Meeting, May 1977.

Presented paper, with G. R. Salancik, on "Administrator Effectiveness: The Effects of Advocacy and Information on Resource Allocations" at the 36th Annual Meeting, Academy of Management, August 1976.

Panel member, "Emerging Issues in Organizational Design," 36th Annual Meeting, Academy of Management, August 1976.

Michael Reich

Publications

"The Economics of Racism," in D. Mermelstein, ed., *Economics* (New York: Random House, 1976, 3rd edition). Also in N. Glazer and J. Waehrer, eds., *Woman in a Man-Made World* (New York: Rand-McNally, 1977, 2nd edition).

Karlene H. Roberts

Publications

Editor, with L. W. Porter, *Communication in Organizations* (Middlesex, Eng.: Penguin, 1977).

"Communication in Organizations," in B. Wolman, ed., *International Encyclopedia of Neurology, Psychiatry, Psychoanalysis, and Psychology* (New York: Van Nostrand Reinhold, 1977).

"The Effect of Training Designed to Increase Organizational Communication Effectiveness" (with N. Cerruti and C. A. O'Reilly), *Nursing Research*, 1976, 25, 197-200.

"Relationships Among Components of Credibility and Communication in Work Units" (with C. A. O'Reilly), *Journal of Applied Psychology*, 1976, 61, 99-102.

"Ten Year Job Satisfaction Trends in a Stable Organization" (with F. J. Smith and C. L. Hulin), *Academy of Management Journal*, 1976, 19, 462-468.

"Physical Environment and Job Satisfaction" (with C. Folkins, C. A. O'Reilly, and S. Miller), *Community Mental Health Journal*, 1977, 13, 24-30.

Professional Activities

Honors: 1975-76 winner, American Psychological Association Cattell Sabbatical Supplementary Award; 1977-78 International Business Machines postdoctoral fellowship; Fellow, American Psychological Association.

Member, Editorial Boards of *Academy of Management Review*, *Journal of Applied Psychology*. Occasional manuscript reviews for *Administrative Science Quarterly*, *Organizational Behavior and Human Performance*, *California Management Review*, and the Center for Research in Scientific Communication (Johns Hopkins University).

Member, research advisory group on school capacity for problem solving, National Institute of Education.

Member, workshop committee, Division of Industrial and Organizational Psychology, American Psychological Association.

Participant in research advisory panel to Air Force Office of Scientific Research.

B. V. H. Schneider

Professional Activities

Testified before the State Senate Committee on Governmental Organization, Subcommittee on Local Public Employment Practices, September 30, 1976.

Chair, Membership Committee, Society of Professionals in Dispute Resolution, 1977.

Advisor to the Committee for Economic Development on "Enhancing the Role of Employees in State and Local Government."

Member, Industrial Relations Research Association.

Member, Board of Editors, *Industrial Relations*.

George Strauss

Publications

Managing Human Resources, with Leonard Sayles (Englewood Cliffs, N. J.: Prentice-Hall, 1977).

"Organizational Behavior as an Aid to Labor Impasse Resolution," *Monthly Labor Review*, April 1977, 49-52.

"Union Government in the U. S.: Research Past and Future," *Industrial Relations*, May 1977, 215-242.

“The Study of Conflict: Hope for a New Synthesis Between Industrial Relations and Organizational Behavior,” *Proceedings of the Industrial Relations Research Association, 1976*, pp. 329-337.

“Managerial Practices,” in J. R. Hackman and L. Suttle, eds., *Improving Life At Work: Behavioral Science Approaches to Organizational Change* (Santa Monica: Goodyear, 1977), pp. 297-363.

“The Quality of Work Life and the Union,” in J. R. Hackman, Edward E. Lawler, and Lyman W. Porter, eds., *Perspectives on Behavior in Organizations* (New York: McGraw-Hill, 1977), pp. 479-486.

Marla Taylor

Publications

“Solving Employee Relations Problems by Charter Amendment: A New Legal Quandary?” *California Public Employee Relations*, September 1976.

Professional Activities

Presented paper on the Legal Dilemma of Charter Amendments Limiting Public Sector Bargaining at Labor Center program on The Relevant Legal Frameworks for California Public Sector Collective Bargaining, June 2, 1977.

Member, Industrial Relations Research Association.

Lloyd Ulman

Publications

“Manpower Policies and Demand Management,” in Eli Ginzberg, ed., *Jobs for Americans* (Englewood Cliffs, N. J.: Prentice-Hall, Inc., 1976), pp. 85-119.

“Unionism, Inflation, and Consensus,” in J. S. Cramer, A. Heertje, and P. E. Venekamp, eds., *Relevance and Precision – From Quantitative Analysis to Economic Policy. Essays in Honour of Pieter de Wolff* (Amsterdam: Samsom North-Holland Publishers, 1976), pp. 71-94.

Professional Activities

Participated in a tripartite conference sponsored by the Brookings Institution on *Economic Prospects and Policies in the Industrial Countries*, Washington, D. C., November 3-5, 1976.

Clair Vickery

Publications

• “The Time-Poor: A New Look at Poverty,” *Journal of Human Resources*, Winter 1977.

Professional Activities

Presented testimony on Unemployment in California before the Industrial Relations Committee of the State Assembly.

Expert witness on race discrimination case against Union Oil Credit Card Center.

Lectured before the regional ACLU on the economics of poverty.

Discussant, Panel on Fertility and Income Support Programs, Western Economic Association.

Visiting Scholar, Brookings Institution, August, 1976.

Harold L. Wilensky

Publications

The 'New Corporatism,' Centralization, and the Welfare State (London and Beverly Hills: Sage Publications, Series #06-020 in Contemporary Political Sociology, 1976).

Professional Activities

Consultant to planners at the Planning Secretariat of the Provincial Government of Manitoba.

Presented public lectures at University of Winnipeg on The Political Economy of Welfare, February 14-15, 1977.

Lectured at University of Denver, February 15, 1977.

Lectured at Kean College on "What is American About the American Dream?" April 28, 1977.

Michael Wiseman

Publications

"The Mirage of Welfare Reform" (with Frederick Doolittle and Frank Levy), *The Public Interest*, Spring 1977.

"Reforming Welfare: Neat, Efficient System is a Mirage," *The Wall Street Journal*, April 13, 1977, p. 24.

Professional Activities

Consultant to:

U. S. Department of Labor, Office of the Assistant Secretary for Planning and Evaluation.

U. S. Department of Health, Education, and Welfare, Office of the Assistant Secretary for Planning and Evaluation.

National Commission for Manpower Policy.

Sheldon Zedeck

Publications

“Behavioral Expectations: Development of Parallel Forms and Analysis of Scale Assumptions” (with R. Jacobs and D. Kafry), *Journal of Applied Psychology*, 1976, *61*, 112-115.

“The Scalability of Behavioral Expectation Scales as a Function of Developmental Criteria” (with D. Kafry and R. Jacobs), *Journal of Applied Psychology*, 1976, *61*, 519-522.

Professional Activities

Presented talk on “Validation of Physical Ability Tests for Prediction of Training Criteria” in symposium at meeting of the American Psychological Association, Washington, D. C., September 1976.

Invited lecture on “A New Approach to Motivation Assessment” presented at the Social-Industrial Psychology section of the Israel Psychological Association, Ramat-Gan, Israel, February 1977.

Participated in colloquium at Bar Ilan University, Israel, February 1977 on “How Performance is Assessed with Behavioral Expectation Scales.”

Member, Editorial Boards of *Journal of Applied Psychology* and *Industrial Relations*.
Reviewed articles for *Organizational Behavior* and *Human Performance*.

BAY AREA LABOR STUDIES SEMINAR
1976-1977

The Bay Area Labor Studies Seminar completed its third year and continued to attract widespread interest in the academic and the professional industrial relations communities in our area. The following are the discussion leaders who conducted the seminar sessions during the past academic year and their topics.

Date	Discussion Leader	Topic
October 19, 1976	Clark Kerr and James L. Cochrane	Industrialism and Industrialized Man in Retrospect
November 30, 1976	R. A. Gordon	Another Look at the Goal of Full Employment
January 18, 1977	Sara A. Behman	Why Does the California Unemployment Rate Exceed the National Unemployment Rate?
March 1, 1977	Theodore H. Heinrichs	Collective Bargaining Versus Codetermination from the Perspective of International Management
April 12, 1977	Michael Wiseman	The Limits of Welfare Reform

CENTER FOR LABOR RESEARCH AND EDUCATION

The mandate of the Center for Labor Research and Education is set forth in a statement of *Guidelines* developed by representatives of the University and the California Labor Federation in 1964. The statement suggests "three basic levels of program orientation that should be considered in the development of a comprehensive program of services: (a) training in basic unionism for membership and emerging leadership; (b) training in union administration and environment for emerging and existing leadership; (c) professional and academic training for leadership and staff officials."

The Center's activities in 1976-77 encompassed these three levels of education in a balanced format. However, the types of workers involved, the subjects covered, the educational methodology, the problem areas discussed, and the number of union members enrolled in programs have dramatically changed the Center's operations since the *Guidelines* were issued. The framers of that document anticipated many changes in the labor movement, and they expected the Labor Center to prepare labor leaders to deal with these changes. They anticipated such things as a younger work force, an accelerating change in leadership as the leaders of the 30's and 40's retired, changes in the economy of California and the nation, and the growth of unions in the public sector. In addition many changes were not anticipated, such as the passage of OSHA, the increased participation of women and minorities in unions, the crisis in public sector financing and its effect on public sector bargaining, the continued high rate of unemployment, and the demands of a better educated work force for more information on the workings of the system. The staff of the Center for Labor Research and Education believes it has responded to these changes and is carrying out its original mandate to provide a full range of educational and research activities for the labor movement.

Summary of Educational Activities

As may be seen from the chronology of labor programs on p. 26, 41 educational sessions were offered during 1976-77, with a total attendance of 2041. These included week-long institutes, shorter conferences and workshops, and special courses. The following is a summary of the programs.

Week-Long Institutes. Eleven institutes of one week's duration were held which were attended by a total of 396 people. Four of these were for the members of a particular union and the other seven were attended by representatives of several different unions. The unions were the American Federation of Government Employees, Communications Workers of America, International Association of Machinists, and the International Union of Operating Engineers. The program for the Machinists dealt with collective bargaining while the others covered a range of subjects important to the union involved. The seven programs open to any union covered specific subjects such as grievance arbitration, public sector collective bargaining, interest arbitration, and building trades problems.

Two- and Three-Day Conferences. These conferences were held for individual unions except in one instance and usually covered one subject such as leadership training or grievance handling. Attendance was 288 persons for the seven programs. The one conference which was attended by persons from different unions was a two-day session on cost-of-living clauses in negotiated agreements.

One-Day Workshops. Ten one-day workshops for individual unions were attended by 265 persons. Most of these were for stewards and their purpose was to improve leadership and grievance handling skills. One session on parliamentary procedure was attended by 130 persons from a wide variety of unions. It was an all-day mock union meeting used to demonstrate proper use of parliamentary procedures.

Special Courses. Six special courses were conducted over periods of four to eight weeks. These courses were in response to requests which came from trade unions. The course on public budgeting was attended by people from different public sector unions. The other five were for specific unions and reflected the desires of a union to improve the knowledge and skills of members and secondary leadership. Two-hundred-and-fifty-one persons were enrolled in these courses.

Special Programs

In addition to the above sessions, several special programs were offered to members of the labor community. In each case the organization involved specifically requested that the Labor Center assist it in solving its own unique problems. The following is a summary of these special programs.

Labor and Urban Studies. This program completed its fifth and final year under Ford Foundation funding. All of the goals which were established in the original proposal were met or exceeded. While the community colleges will now assume operational responsibilities, the Labor Center will continue to be involved in a supportive role -- teaching, counselling students, assisting in recruiting, developing curriculum material, and training instructors. A complete report on the Labor and Urban Studies Program is on pages 28-29.

Labor Occupational Health Program. The activities of LOHP are reported in detail on pages 36-39. The program has achieved national recognition for its publications, research activities, educational programs, and the competence of its staff. Equally important is its work on the local level with Northern California unions which call upon LOHP for consultation and advice on health and safety problems, and for assistance with educational programs.

Firefighter Safety Standards. Among all workers in California, firefighters have long had one of the highest rates of occupational disability, injury and death, and have long been interested in establishing minimum statewide standards for more adequate protective clothing and equipment. Because many different firefighter organizations are involved in California and because the work of defining protective standards involves extensive research and technical expertise, the Labor Center was asked to assist in the coordination of the effort by California firefighters to develop new health and safety standards.

From a course on standards which was organized and taught at the Labor Center, the firefighters developed a set of recommended standards which became the subject of Advisory Committee hearings called by the Division of Industrial Safety (of the State Department of Industrial Relations). A wide range of labor and management interests was represented on the Advisory Committee. After 12 days of DIS committee hearings, there emerged a set of protective clothing and equipment standards which has now been recommended to the California OSHA Standards Board. Thus the firefighters have become the first labor group in California to bring their recommendations for a safer work environment to the point of implementation as new statewide health and safety standards.

Farmworker Training Program. As a result of winning many collective bargaining elections and the withdrawal of the Teamsters Union from the fields, the United Farm Workers Union found itself faced with the problem of negotiating a staggering number of collective bargaining agreements. They did not have the experienced negotiators needed for this task and sought help from the Labor Center in training their staff. The Center, in cooperation with the Education Department of the AFL-CIO, was able to respond quickly and an initial week-long training session was held in May. It was a collective bargaining simulation participated in by the top leadership in addition to staff negotiators.

The success of the initial program resulted in the scheduling of additional sessions which will include other subjects of importance to the union. The Farm Workers Union must now establish the administrative machinery needed to institutionalize its gains for the field workers. The Labor Center is gratified by the confidence which was expressed by the Farm Workers in asking for our assistance. We hope we can help them to develop a structure which is responsive to the needs of the members and yet efficient in carrying out the union's functions.

Younger Business Agents Forum. The past few years have seen a significant increase in the number of new union officials. It has occurred because of retirement or death of the leaders who emerged in the 30's and 40's and also from the increase in membership in public sector unions. This group feels the need, which it expressed to the Labor Center, for a continuing education program and an opportunity to exchange information with union colleagues. The Center began with some informal meetings which have resulted in the establishment of a regular monthly meeting at the Institute. The programs cover subjects in which the group expressed an interest and feature talks by experts in industrial relations specialties. An indication of the changes occurring in unions is the fact that the list of 46 persons attending includes 16 minorities and 11 women. General criteria for persons invited to attend are to be a full-time union representative, under forty years of age, and with less than five years' experience as a union representative. Twelve of the members are graduates of the Center's Minority Training Program or the Labor and Urban Studies Program. The group has adopted the name of Torch Club. This commemorates a bar in Oakland where union representatives in the forties and fifties gathered to eat lunch, play pool, and talk. It served an educational function of a similar nature to the present seminar.

Other Activities

The Labor Center staff have also been involved in many ongoing activities related to the trade union community. Some of these are listed below.

Industrial Relations Research Association. This year saw the development of more active cooperation between the IRRA and the Labor Center. Two significant events were co-sponsored and attended by several hundred Bay Area industrial relations professionals. The first was a reception honoring Secretary of Labor F. Ray Marshall, and the second was a dinner featuring addresses by two prominent retiring Bay Area labor leaders, Lou Goldblatt of the ILWU, and Wendell Phillips of the Teamsters. These men played a leading role in shaping collective bargaining patterns in California.

California AFL-CIO Scholarship Competition. Sponsored annually by the California Labor Federation, approximately 2,500 high school students take a scholarship examination. Labor Center staff members draft the questions for the exam, which are primarily based on materials made available to the students in advance. With the assistance of highly qualified

Institute personnel, the staff reads and scores all the examination essay questions. The top 75 papers are then submitted to a joint panel of judges which selects 30 scholarship winners. This important contribution to labor education in California is the only program to reach the high school level.

Project Soledad. The Labor Center was contacted last summer by officials of the Inmates Committee for Higher Education and Administration at Soledad, a maximum security prison, for assistance in a special program called Project Soledad. After discussions, two areas were delineated in which the Labor Center could make a meaningful contribution: first to educate inmates about unions and their functions, and secondly to establish contacts for the inmates with union officials in the Bay Area who could travel to Soledad to discuss their specific unions and offer vocational counselling to interested inmates. Soledad's remote location makes it difficult for the prison officials to establish liaison with union and community leaders who can assist prisoners in returning to society. While the Center was able to make a contribution, the program needed is much greater than the available resources of the two institutions. It does suggest some new more productive avenues to pursue in prison rehabilitation. As one prisoner expressed it, "I want to know about unions because I sure know I won't be in management when I get out of here."

Public Budgeting Course. This was an eight-week course put together at the request of some public sector union leaders for union representatives and for union members who serve on negotiating committees. Course evaluations were generally enthusiastic but it was evident that a longer course covering the subject in greater depth was needed. The Labor Center plans to provide that type of course in the Fall. The request for this course reflects a change in attitude on the part of the unions. At one time they generally saw their role as simply to demand wage increases with responsibility of the public board or council being to examine the budget and to produce the money. Tight fiscal problems have changed this and now the union leaders find it necessary to acquire budgetary knowledge in order to operate successfully at the bargaining table.

Inquiries. The past year has seen a considerable increase in the number of inquiries from universities and colleges which are interested in labor studies programs or labor education centers. Included were requests for information from three foreign universities, Leeds in England, University of CapeTown in South Africa, and Wilfred Laurier in Ontario, Canada. The Canadian request indicated that, among other considerations, they were concerned about falling enrollments resulting from the population decline and saw labor studies students as a new group different from traditional 18-22 year old college students.

Assistance to Students. Among the Center's continuing activities is the counselling of University students, both graduate and undergraduate, who are engaged in research projects or are writing papers in the field of labor. This student assistance may involve arranging contacts in the labor movement, arranging with a union for a student to visit and observe its various activities, or supplying historical or organizational information which would not be available in normal academic circles. During 1976-77, approximately 20 students were given such guidance by the Labor Center staff.

Staff

Present staff members at the Center for Labor Research and Education are Norman E. Amundson, Chairman, and Coordinators Bruce Poyer, Peter Guidry (also Director of Labor and Urban Studies), and John Sloan. The support staff includes Carolyn Williams, Janet Nexon, and Luzmarie Vallejo.

LABOR CENTER PROGRAMS
1976-1977

Date	Name of Program	Organization Target Group	Attendance
5/4, 11, 18, 25	Stewards Training	International Ladies Garment Union	20
5/15	Parliamentary Procedures	Labor Studies Students	130
6/27-7/2	Collective Bargaining Institute	Union Representatives	24
7/18-23	Cal-City Collective Bargaining Simulation	Union/Management Representatives	24
7/23	Grievance Handling	Association of Flight Attendants	30
7/25-30	American Federation of Government Employees Summer School	Union Members	112
8/1-6	CWA Summer School	Local Union Officers	50
9/13	IBEW, 1245 Bargaining Committee	Union Representatives	15
9/15-18	California School Employees Association Staff Representative Training	Staff Representatives	80
9/26-27	California Organization of Police and Sheriffs (COPS)	Policemen	50
10/2	AFSCME, Preparation for Bargaining	Union Members	30
10/10-15	Collective Bargaining Techniques	Union Representatives	22
Oct.-Dec. (10 sessions)	SEIU, Public Employees, Local 390, 10th Annual Class	Stewards and Officers	60
10/29	Flight Attendants-Transport Workers Union	Members	35
11/18-19	Cost-of-Living Clauses	Union Representatives	40
12/4, 11, 18	AFT 2121, Grievance Handling	Union Members	26
12/6-10	Collective Bargaining Techniques/Public Sector	Union Representatives	16
1/15	AFSCME 2620, Grievance Handling	Union Members	25
1/15	Local 616, SEIU, Stewards Training	Union Stewards	30
1/16-21	Interest Arbitration	Union Representatives	32
1/16-21	Int'l. Reps., Operating Engineers Union	Union Representatives	22
2/15, 19 3/5, 19	Teamsters 315, Stewards Training	Stewards and Officers	90
2/8	Grievance Handling, CTA	Members	20
2/22	TWU Grievance Handling	Members	30
2/20-22	COPS	Policemen	60
2/26	SEIU Local 535 Stewards	Stewards	30
3/2, 16, 22	Solano County Employees Assn.	Members	25

Feb-April	Public Budgeting Course	Union Officers and Negotiating Committee members	30
3/6-11	Collective Bargaining Techniques	Union Representatives	24
3/10	Secretary of Labor Reception	Industrial Relations Community	400
3/23-24	Soledad Workshop	Inmates	200
3/29-30	CWA Problem Solving Techniques	Local Union Officers	20
4/4-8	Machinists Collective Bargaining School	Negotiations Committee Members	40
5/6-7 20-21	TWU Local 250A	Stewards	20
5/24-26	Yosemite-SEIU 250 Grievance Handling	Stewards	20
5/9-13	Farm Workers Collective Bargaining Institute	Union Negotiators	28
5/16-20	Building Trades Business Agents Inst.	Union Representatives	28
6/2	Legal Frameworks (IPA)	Union/Management	25
6/17-18	OPEU-29	Stewards	18
6/28	Rising Health Plan Costs	Union/Management Representatives	60

LABOR AND URBAN STUDIES PROGRAM

In its fifth – and final – year under joint sponsorship with the Ford Foundation, the Labor and Urban Studies Program realized significant progress toward its principal strategic goal of providing a suitable setting in which union members could achieve personal educational goals and acquire requisite skills to enable them to assume more active leadership roles within their organizations. The focus of the program has been on institutionalizing labor studies at the community college level, with the result that a labor studies curriculum is now offered by three Bay Area Colleges (Merritt College, City College of San Francisco, and San Jose City College) and by at least one Southern California community college. In addition, the College of San Mateo is scheduled to begin such a course in the fall of 1977, and plans for a labor studies program are underway in Contra Costa County. It is hoped that labor studies will eventually be instituted in the Sacramento, Fresno, and Eureka areas. The Center for Labor Research and Education will continue to provide what assistance it can to the development of labor studies programs.

U. C.-Merritt College Consortium

The current Labor and Urban Studies Program was initiated through a consortium arrangement between the Labor Center and Merritt College. The two institutions shared major areas of responsibility. The Labor Center developed course materials, identified and selected instructors, recruited students, and established liaison with the labor community, while Merritt College assumed the bulk of the administrative tasks (registration, enrollment, record-keeping), as well as student counselling.

Over the five-year period since the consortium's inception a total of 112 Certificates in Labor and Urban Studies and 64 Associate in Arts Degrees have been awarded to program graduates. In the spring semester 1977, 168 students were enrolled, over 90% of whom were union members. The percentage of minority group students has remained between 60 and 70, while the number of women in the total enrollment has jumped from 13 per cent to nearly 23 per cent. Most of the women are in private sector industrial unions rather than from the public sector and low-wage service areas. Among new students, the past year has shown an increase in the number of full-time union leaders enrolled in the program. This significant trend was contemplated in the original program proposal which anticipated that labor leaders would return to the classroom to update their skills and knowledge of current developments.

The formal consortium relationship between the Labor Center and Merritt College ended with the academic year 1976-77. In the absence of formal ties, however, the Labor Center expects to continue to play a vital role in Bay Area labor studies. It will assist in recruiting students and instructors, preparing and updating course materials, and in maintaining viable links with the labor community. Representatives of the Center staff will serve as members of the Merritt College Labor Advisory Committee, as will the majority of the Advisory Committee members who served the Labor Center over the five-year period. It is also expected that most of the program's instructors will continue with Merritt, which obviates the need to search out competent practitioners. (Experience has shown that the most effective instructors in a labor studies program are practitioners themselves, rather than regular college faculty. This appears to be a unique requirement peculiar to the field of worker education.)

Four-Year Programs

Development of a four-year degree program was not among the goals which were established when the U. C.-Merritt consortium was launched. However, interest in a four-year program among student and labor leaders motivated the Center staff to participate actively in developing a Baccalaureate Degree course of studies within the California State University and Colleges system. As a result, both California State University at San Francisco and California State College at Dominguez Hills (in Southern California) now offer labor studies courses which will lead to the B. A. Degree when that degree is approved, as is expected by the start of the 1978 academic year.

Over fifty U. C.-Merritt Labor and Urban Studies Program graduates are currently enrolled in the four-year labor studies program at California State University at San Francisco, with at least eight of the twelve most recent graduates indicating that they too wish to continue their studies at that institution. The Labor Center has assisted in launching the four-year degree programs by providing planning guidance, research, course materials, and a limited amount of financial support to assist students in language arts.

Staff

Peter Guidry has directed the Labor and Urban Studies Program since its inception. During 1976-77, secretarial support was provided by Margaret Espeleta and Luzmarie Vallejo.

* * * * *

The Institute and its Center for Labor Research and Education gratefully acknowledge the support of the Ford Foundation for the Labor and Urban Studies Program over the last five years, and for its precursor, the Minority Leadership Training Program. Without that support, -- and without the unfailing and continuing personal involvement of Dr. Robert Schrank of the Ford Foundation -- these pioneering experiments in the field of worker education would not have been possible. As a result of the Foundation's interest, the future of labor studies programs in the Bay Area looks bright, and the Labor Center intends to continue devoting staff time and whatever other resources it can to further progress in this area.

MANAGEMENT PROGRAMS

The Management Programs unit has been heavily involved during 1976-77 in training programs on negotiating problems for public sector personnel. Many of these were in connection with the Institute's public sector project, conducted under contract with the State Agriculture and Services Agency with funds provided under the Intergovernmental Personnel Act. John K. Hislop, Coordinator of Management Programs, has served as project director. In addition to his activities under the IPA contract, Hislop was responsible for a wide variety of public and private sector training programs.

Developing Public Sector Training Programs

The IPA contract called for the development of (1) a series of training "modules," or course outlines, which could be used by instructors in training classes for public managers throughout the state, and (2) a series of Training of Trainers programs in which these modules could be "handed off" to instructors who might use them.

A total of six training modules were developed under the contract:

"A Method to 'Cost Out' Contract Proposals" (for school districts)

"Productivity and Productivity Bargaining: Concepts and Problems in the Public Sector"

"CAL CITY - A California City Collective Bargaining Simulation"

"Cal OSHA and Collective Bargaining in the Public Sector"

"The Relevant Legal Frameworks for California Public Sector Collective Bargaining"

"Duty to Bargain and Good Faith Bargaining"

The modules were subsequently "handed off" to regional and local training organizations at two Training of Trainers conferences, the first held July 28-29 in San Jose, and the second on November 11-12 in San Francisco. In connection with the CAL CITY - Collective Bargaining Simulation module, two special 3-½ day programs were held for those wishing to be "certified" as instructors in the use of this module. Labor Center Coordinator John K. Sloan developed the modules and served as the instructor for the programs, which were held July 19-22 in San Francisco and February 22-25 in Los Angeles.

Pursuant to one of the terms of the IPA contract, Hislop is working with the Monterey Peninsula College District on an experimental project designed to measure and improve productivity.

Seminars

Two sessions of the Social Science-Management seminar group were held during the year. In December, Denise Rousseau, graduate student in Psychology, presented the findings of her research on "Technological Differences in Job Characteristics, Employee Satisfaction, and Motivation." In March, Professor J. B. Ritchie (Business Administration) discussed his work on Assessment Centers.

A new series of seminars entitled the Special Districts Forum was inaugurated in 1976-77. The group is composed of operating heads and board members of public special districts and their in-house labor relations directors. Two sessions have been held, in which the discussions centered on labor relations in the public sector, with special emphasis on the problems of public instrumentalities which 'market' goods and services.

Workshops

At the request of the Sunnyvale School District, a two-day program on "Grievance Handling and Preparing for Arbitration" was organized and presented for management personnel of that district in August 1976. "The Techniques of Collective Bargaining" was sponsored for management personnel in the private sector in November. This three-day workshop was a collective bargaining simulation designed around an existing collective bargaining agreement, the term of which was expiring. In May, five one-and-one-half-day programs were given for supervisory personnel of the East Bay Municipal Utility District on "Grievance Handling for Supervisors and the Principles of Preparing for Arbitration." Finally, in June a one-day workshop was held principally for school district personnel, using the IPA training module on "costing out" contract proposals.

Berkeley Campus Industrial Relations Council

The BCIRC is a campus-based student organization formed in 1975. The local sponsor is the Northern California Industrial Relations Council, which is affiliated nationally with the American Society for Personnel Administration.

Student members of the BCIRC are invited to participate in monthly dinner meetings of the NCIRC, which subsidizes most of the expenses. The students are also chapter members of the American Society for Personnel Administration, and as such, receive its journal and other personnel/industrial relations materials. Professor F. T. Malm (Business Administration) is faculty advisor to the group. Hislop is a member of the board of directors of the NCIRC and also serves as chairperson of that organization's College Chapter Relations Committee.

During the academic year ten meetings of the BCIRC were held, with speakers from the campus and from a variety of Bay Area industries leading the discussions. In April a number of the student members participated in an all-day collective bargaining simulation, based on an abbreviated version of the simulation held earlier in the year for private sector management personnel.

Assistance in Research Projects

Arrangements were made with management personnel in a number of Bay Area organizations, both in the private and public sectors, to participate in a research study by Visiting Research Associate Dov Elizur of Bar Ilan University and the Israel Institute of Applied Social Research. The results of the study, entitled "Facet Analysis of Achievement Motivation: Achievement Tendencies of U.S. and Israeli Managers," will be made available to the participating organizations. Assistance was also given to Avery Johnson, a doctoral candidate in Psychology, in connection with his dissertation on psychological stress and methods of coping by black and by white managers in corporate settings.

PUBLIC EMPLOYEE RELATIONS

The complex and rapidly changing field of public employee relations continued to receive heavy emphasis at the Institute during 1976-77. Proliferating litigation and the resultant judicial decisions shaped and reshaped public sector labor law, and California's experiment with a comprehensive collective bargaining statute for public school educators and employees became fully operative. The California Public Employee Relations Program, the Center for Labor Research and Education, and the Management Programs unit devoted their efforts to the task of providing information and education on all aspects of public employee relations to a growing number of practitioners, academicians, students, and others dependent on the extensive resources of these units.

California Public Employee Relations Program

The continuing growth of the California Public Employee Relations Program, which was initiated in 1969, reflects the increasing activity and interest in public sector employee relations in the state. Under the direction of Dr. B.V.H. Schneider and through its publications, library, reference service, and education activities, the program provides a unique service to all individuals and organizations who are interested in public sector labor relations. With funding received under contract with the State Agriculture and Services Agency through a grant from the U. S. Civil Service Commission under the Intergovernmental Personnel Act, the program has been able to continue expansion into areas of vital concern.

In addition to completing three monographs, several research projects and case studies in special areas of concern, and giving particular attention to the activities of the new Educational Employment Relations Board, the program continued and expanded its previous efforts, including:

1. Research and dissemination of information primarily through *CPER*, the quarterly magazine, and the *CPER Bulletin*, an expedited news service;
2. Acquisition and storage of information in CPER's library of public sector primary data and publications;
3. Expansion of reference services to subscribers, practitioners, students, and academicians;
4. Education and training programs presented through the Institute's Management Programs and Labor Center;
5. Consultation with government officials involved in developing and carrying out bargaining legislation; and
6. Cooperation with academic and research organizations, faculty, students, visiting scholars, and news media.

Research and Dissemination of Information

The *California Public Employee Relations*, a quarterly magazine published since 1969, and the *CPER Bulletin*, first published in January 1976, continued to provide comprehensive

coverage and analysis of developments in California public sector labor relations. These publications bring timely news and analytic reflections on the central issues and problems facing practitioners and scholars in this growing field.

The quarterly magazine meets the needs of its 2,000 subscribers by presenting a wide scope of coverage and in-depth analysis of issues. Objective reports on all aspects of employer-employee relations in the state, including the activities and decisions of the Educational Employment Relations Board, strike actions, scope of bargaining issues, litigation involving obligations under California's various employee relations statutes, and difficult or unusual negotiations, have earned this publication an excellent reputation for accuracy, thoroughness, and impartiality.

Articles published in the quarterly during 1976-77 included contributions from Robert Coulson, President of the American Arbitration Association, on "Arbitration and Its Uses in the California Public Sector," and Donald H. Wollett, Director of Employee Relations for the State of New York and former Professor of Law, U. C.-Davis, on "Public Employees: Villians or Victims?" Several articles on the implementation and application of the Rodda Act and articles on a major state Supreme Court decision involving delegation of authority to an arbitrator and on strike action throughout the state also appeared during the year.

Case studies of trends in craft workers' pay determination, litigation involving charter amendments, and a California county's experiment with a unique form of impasse resolution, as well as a symposium on binding arbitration as a resolution of impasse in negotiations for public safety personnel, brought various points of view to *CPER* readers.

Major U. S. Supreme Court decisions handed down in the summer of 1976 were analyzed for their impact on California's public sector and published in the National Scene section of the magazine. The Open Forum section continued to offer a format for an exchange of readers' views, and the neutrals' log section, begun in 1975, was enhanced by classifying the arbitration and factfinding awards by subject matter.

Eleven issues of the *CPER Bulletin* were published in 1976-77. First issued in January 1976, this supplement to *CPER* is available only to magazine subscribers and offers immediate coverage of important events between regular issues of the quarterly. Its 1,200 subscribers received exact copies of significant documents, usually within a week of their date of issue, and brief, timely reports on a variety of subjects.

In an effort to monitor the changing needs of its audience, a questionnaire was sent to all *CPER* and *CPER Bulletin* subscribers in late 1976. Thirty-three per cent responded, and an overwhelming majority of those rated both the magazine and the supplement high in the important categories of accuracy, timeliness, breadth, usefulness, and clarity. Several suggestions from readers were incorporated in the publications, including a section in the *CPER Bulletin* on legislative activity concerning public employee relations.

The second annual supplement to the *CPER Index* was published in March 1977 and included a separate index classifying all neutrals' awards abstracted in *CPER* by their subject matter. The *CPER Index* and the two annual supplements provide a comprehensive index to all issues of the *CPER* published through 1976 and are an invaluable research tool.

Three monographs dealing with public sector employee relations were completed under the IPA grant in 1976-77:

1. "Layoffs Versus Affirmative Action in the Public Sector," by Bonnie G. Cebulski, J.D., CPER associate director, is an in-depth study of the legal and practical problems faced by employers and employee organizations in the public sector as they try to meet the conflicting demands of traditional seniority systems and new affirmative action programs.

2. "Local Option in the Administration of Public Sector Employee Relations: California Experience and Prospects," by Philip Tamoush, provides an analysis of the unique California home-rule approach to the administration of public sector employee relations and contrasts it with the existing centralized approaches which are currently considered models for future amendment of California law.

3. "Cost-of-Living Escalators in the Public Sector," by Marla Taylor, CPER assistant editor, is a handbook for practitioners and educators which guides the reader through a variety of cost-of-living clauses and includes mathematical formulas and calculations.

Acquisition and Storage of Information

Under the direction of Librarian Clara Stern, CPER maintains a reference library specializing in public employee relations which provides a unique service to students, academicians, labor practitioners, media representatives, and citizen groups. Its collection includes court decisions and accompanying briefs involving public employee relations litigation in California since 1969; state laws and legislative bills; employee relations policies of public employers; arbitration and factfinding awards; tabulations of strikes, negotiated grievance arbitration procedures, and union security provisions; negotiated agreements; and periodicals and bulletins of public agencies and employee organizations. Major state newspapers are clipped daily for use by the professional staff and for future research purposes. With the addition of Assistant Librarian Hazel Grove, the library now has professional assistance available for the full work day.

Reference and Consultation Services

CPER staff are frequently called on by individuals and organizations for assistance with specific research projects and questions. Under the IPA grant, CPER has expanded this service to assist practitioners involved in bargaining and litigation, students engaged in research toward advanced degrees, academicians seeking information on new developments or data for lectures and research, and foreign visitors interested in the field. CPER also assists government agencies and officials involved in developing and enforcing legislation governing public sector labor relations. The news media including the *Saturday Review*, *The Wall Street Journal*, the *Los Angeles Times*, and the *Sacramento Union*, the Sacramento Bureau of Associated Press, and KPIX, have contacted CPER for background information on current issues.

Education Programs and Conferences

As the field of public employee relations becomes more complex, the need for information and training grows. The Institute's Center for Labor Research and Education and the Management Programs respond to the needs of practitioners, academicians, and students with a wide variety of training programs and conferences. CPER data, analyses, and news reports support practical instruction, and CPER staff frequently participate in the programs. CPER staff have also directly assisted several graduate students specializing in public sector problems.

Cooperation with Academic and Research Institutions

CPER staff regularly contribute to the education programs and projects of other academic institutions. During 1976-77, this included providing advice or materials for programs at the University of Southern California, UCLA, and California State University, Hayward. In addition, Cebulski directed independent study projects in public sector labor law for third-year students at Boalt Hall School of Law and has also participated as a judge of oral arguments in Boalt Hall's Appellate Advocacy Program.

Policy-makers often call on CPER staff. For example, Schneider was asked to testify before the State Senate Committee on Governmental Organization, Subcommittee on Local Public Employment Practice, in September 1976. The staff has been participating in discussions with the State Department of Industrial Relations, Division of Labor Statistics and Research, on the feasibility of cooperation on data collection, research, and publication projects in the public sector labor relations area. CPER also provides the new Educational Employment Relations Board with research materials on request.

Staff

The CPER programs are carried out by B.V.H. Schneider, CPER Director and Editor; Bonnie G. Cebulski, J. D., Associate Director and Associate Editor; Robert O'Sullivan and Marla Taylor, Assistant Editors; David J. Bowen, Education Editor; and Alice Collins and Jack W. Brittain, Associates. Public sector experts Professors Paul Staudohar (California State University, Hayward) and Marion Ross (Mills College) are regular contributors to CPER's writing and research. Other staff members include Clara Stern, Librarian; Hazel Grove, Assistant Librarian and Circulation Manager; Ethel L. Davis, Technical Assistant; and Fouad Bsat, L. Denise Curtis, Leslie Jaeger, and Katherine Mello, Staff Assistants.

LABOR OCCUPATIONAL HEALTH PROGRAM

One of the primary objectives of the Labor Occupational Health Program is the translation of scientific and technical information into a form usable by local unions and their members who are concerned about job health hazards. To meet this objective, LOHP assists workers, union representatives, and their employers in designing and implementing their own health and safety programs; develops educational programs and materials; and provides technical assistance upon request. A section of the Center for Labor Research and Education, LOHP receives major financial support from the Ford Foundation and the U. S. Department of Labor, Occupational Safety and Health Administration.

LOHP is nearing the end of its third year of operations, and its achievements include:

- * Publication of a regular newsletter, *Monitor*, since the fall of 1974. *Monitor* reaches over 1000 local unions in California and is distributed to individual subscribers throughout the U. S. and in other countries. Nearly 40 local unions subscribe in bulk for key leadership and members.

- * Development of educational materials on health hazards and their control, including manuals for union and apprenticeship training, pamphlets on health hazards such as carcinogens, handbooks for women workers and health and safety committees, and a film on foundry work.

- * Development of specialized health and safety education and training programs for specific employee groups such as machinists and flight attendants as well as sponsorship of a week-long, intensive training program for selected union representatives.

- * Offering of technical services to individual workers and unions (health hazard surveys, medical screening evaluations, and assistance in documenting job hazards and discrimination complaints).

- * Further development of an apprenticeship training program initiated in 1975.

Publications and Educational Materials

In addition to *Monitor*, LOHP has co-published (with Public Citizen's Health Research Group) a 200-page handbook, *Working For Your Life: A Woman's Guide to Job Health Hazards*, by LOHP health coordinator Andrea Hricko with Melanie Brunt. Originally released in June 1976, the handbook is now in its third printing and has been sold worldwide. The handbook's purpose is to educate women workers about hazards they may face on their jobs. It explores hazards encountered in occupations employing large numbers of women, such as office workers, beauticians, textile workers, hospital workers, and electronics manufacturing workers. It also covers job hazards which may adversely affect the offspring of both men and women, e.g., lead, radiation, mercury, and anesthetic gases.

Other LOHP publications include the pamphlets "Preventing Occupational Cancer," "Seven Steps to Hazard Identification," and "California Negotiated Contract Clauses for Occupational Health and Safety," which describes sample health and safety provisions which have been included in union contracts locally. Also, the materials prepared for LOHP's Asilomar Conference in January 1976 have been collected and bound for sale, and an updated version of the Institute

of Industrial Relations' guide to use of the Cal/OSHA law, "Rights and Responsibilities of Employees Under Cal/OSHA," is being distributed.

In another medium, LOHP has produced a 22-minute film entitled "Working Steel," a documentary presentation of the hazards and health effects associated with foundry work. The film, directed by LOHP staff photographer Ken Light with Charles West, is available for sale or rental. It has been shown on public television in a number of areas in the U. S. as well as in other countries, and was selected for showing in the spring of 1977 at the 8th World Congress on the Prevention of Occupational Accidents and Diseases in Bucharest, Romania.

In connection with LOHP's Apprenticeship Program, two manuals on the hazards of specific industries have been published, along with instructor's guides for use of the manuals in apprenticeship training curricula. *Occupational Health and Safety: A Manual for Floor Covering Apprentices* and *Occupational Health and Safety: A Manual for Foundry Workers*, both by LOHP staff members Janet Bertinuson and Sidney Weinstein, contain information on topics including trade-specific hazards, hazard recognition, control methods, health and safety legislation, recordkeeping, and Workers' Compensation. They are available for public sale and are also in official use in the California Apprenticeship Council's formal training programs in these trades.

Educational and Technical Assistance

After LOHP's successful Asilomar Conference in January 1976, the staff was encouraged by conference participants to provide more intensive sessions for specific trades. LOHP staff members have presented health and safety instruction at local union meetings, at gatherings of shop stewards, and at union district meetings. The variety of occupations covered by these sessions include: machinists; drivers; stationary engineers; flight attendants; woodworkers; and garment, railway, and chemical workers.

A regional workshop was conducted for District III of the International Woodworkers of America. The major focus areas were logging and sawmill standards and collective bargaining in health and safety.

One health and safety session has been held for UAW Local 1364, with plans for regular quarterly day-long meetings. A two-day session was conducted for business agents in the building trades.

A series of five monthly training sessions was presented between December 1976 and April 1977 for the Health and Safety Committee of the International Association of Machinists Local Lodge 284. The sessions emphasized physical and chemical hazards, workplace monitoring, documentation, health and safety collective bargaining, and the special occupational health problems of women.

Training has been done with shop stewards of the San Francisco Joint Board, International Ladies' Garment Workers' Union, and a two-day session was held with the Flight Attendants' Health and Safety Committee of Transport Workers' Union Local 552.

In January 1977, LOHP sponsored a week-long intensive course on the Berkeley campus entitled "Developing Occupational Health and Safety Skills." The entire LOHP staff served as

instructors. Representatives of a selected core group of Northern California unions received over 40 hours of instruction emphasizing detection and correction of chemical hazards in industry.

Technical assistance was provided in a number of areas:

- * Several pressrooms in the Bay Area were surveyed by LOHP staff members as part of a continuing program with Web Pressmen Local 4.
- * Medical records from Oil, Chemical and Atomic Workers Local 1-5 were reviewed by Dr. Donald Whorton, LOHP director, so that members were individually made aware of possible job-related disease.
- * Review of workplace monitoring data was frequently requested. Janet Bertinuson reviewed results available from companies or outside firms, and translated the technical information into lay language.

Apprenticeship Training

LOHP's federal OSHA contract to develop health and safety curricula for apprentices has been funded for another year. Designed with the cooperation of the California Apprenticeship Council, the project has developed curricula for two trades: foundry workers and carpet, soft tile, and linoleum setters. Manuals and instructor's guides have been published for each of the two trades. A videotape and slide shows were also produced.

Carpenters, ironworkers, operating engineers, painters, and roofers will be the primary trades studied in 1977. Since many of the hazards common to one trade are also present in others, the project will also look at building trades as a whole. LOHP plans to develop an instructor's manual covering a broad section of the health and safety hazards associated with the building trades. Several slide packages will also be produced. Instructors and coordinators in building trades apprentice programs will participate in training programs in the summer of 1977 to demonstrate effective utilization of these materials.

Other Activities

LOHP is engaged in a study to evaluate the medical and legal aspects of work-related lung diseases; the results of the study will be released to the California Workers' Compensation Board. LOHP has also assisted University students with their research in the fields of law, public health, nursing, medical sociology, conservation and natural resources, and health sciences. In addition, the staff has lectured on occupational health to various University departments, at state and national scientific meetings at other universities and colleges throughout the state and country, and at numerous local meetings of labor and management associations.

LOHP coordinated testimony by nine workers and union representatives at a federal OSHA hearing on lead exposure which was held in San Francisco. Andrea Hricko was also requested by federal OSHA to submit testimony on the reproductive effects of lead at the Washington, D. C. hearings.

Projected Activities

LOHP plans to develop a series of "educational packages" on health and safety, each focused on an aspect of technical assistance, to aid unions in ongoing health and safety activities. These will contain information developed by LOHP for particular labor unions (e.g., information on noise, ink mist, and paper dust for printing pressmen) along with information on how the union used the material to bring about changes in the workplace. The LOHP staff hopes that other unions will be able to apply the principles illustrated in these "packages" to solve health and safety problems in their own workplaces.

Staff and Advisors

Donald Whorton, M.D., a board-certified specialist in both occupational medicine and internal medicine, is full-time Director. Associated with him are Morris Davis, J.D., M.P.H., Associate Director; Janet Bertinuson, M.S., Coordinator of the Apprenticeship Program; Andrea Hricko, M.P.H., Health Coordinator; Sidney Weinstein, Editor; Ken Light, Staff Photographer; Gene Darling, Editorial Assistant; and Madelyn O'Brien and Jeannie Lum, Secretaries. New to the LOHP staff during 1976-77 are Paul Chown and Ken McGrew, Labor Coordinators.

STUDENT ACTIVITY

Twenty-four graduate students were employed as Research Assistants in the Institute during 1976-77, with an additional five undergraduates employed in various positions. Four advanced graduate students held U. S. Department of Labor doctoral dissertation grants, which were administered by the Institute. The Research Assistants were enrolled in the following departments: Business Administration: 9; Economics: 6; Law: 2; Psychology: 1; Sociology: 6. Several other graduate students were granted office space in the Institute, although they were not formally connected as Research Assistants. In addition, many graduate students have been assisted with their doctoral research by the Institute's community services staff, which has aided in making research contacts in the labor and management communities. No doctoral dissertations were completed during 1976-77, although a number of students are in the final stages of completion.

The following is a list of graduate students who were connected with the Institute during 1976-77.

Name	Department	Name	Department
Philip K. Armour	Sociology	Anthony Leong	Business Admin.
Harry Benham	Economics	Paul Lewis	Sociology
Daniel Boothby	Economics	Edward H. Lorenz	Economics
David J. Bowen	Business Admin.	Carolyn E. Lum	Business Admin.
Jack W. Brittain	Business Admin.	Timothy L. McDaniel	Sociology
Fouad Bsar	Mechanical Eng.	Alan Meyer	Business Admin.
George Cluff	Economics	M. Katherine Mooney	Sociology
Henry J. Coleman, Jr.	Business Admin.	William L. Moore	Business Admin.
Alice Collins	Law	Thomas O'Grady	Economics
Jerry Dimsdale	Electrical Eng.	Dorothy Otterson	Business Admin.
Gerry Duguay	Economics	Timothy Peck	Economics
Paul G. Farnham	Economics	Bryan Pffafenberger	Anthropology
Lawrence Fogli	Business Admin.	Peter Rappoport	Economics
Jane Grant	Sociology	Cynthia Rence	Economics
Shaun Hargreaves-Heap	Economics	Howard Rosenberg	Business Admin.
Eileen A. Hogan	Business Admin.	Kenneth Scott	Business Admin.
Rickie Jacobs	Psychology	John Randolph Summers	Economics
Sanford Jacoby	Economics	Bruce Vermeulen	Economics
Kristin Jensen	Law	Merle Weiner	Sociology
Charles A. Jeszeck	Economics	Alison Woodward	Sociology
Harry C. Katz	Economics		

THE LIBRARY

The Institute Library is a selective, interdisciplinary collection of materials on employee-employer relations, human resource management, organizational behavior, labor unions, labor force, labor market, manpower policy, wages, and related economic, social, and behavioral science topics. The diverse interests and queries of the Library patrons reflect this interdisciplinary character.

The staff and allied faculty of the Institute, and students in industrial relations, labor economics, and organizational behavior form the primary clientele, but the Library is used by U. C. faculty, research and administrative staffs, and by students from many departments. Students and faculty from the School of Business Administration and the Economics Department have been the most frequent users, followed by those from Law and Psychology. Other subject fields reported by users included: agricultural economics, anthropology, architecture, city planning, education, ethnic studies, engineering, hospital administration, history, natural resources, political science, public health, public policy, and sociology. More students from other educational institutions used the Library this year. Most were studying industrial relations, public administration, or law. Users also included visiting scholars, labor and management representatives, consultants, lawyers, arbitrators, government officials, faculty and staff from other educational institutions, other librarians, and miscellaneous researchers.

The Library staff provides informed and individualized reference service in its subject areas. The staff handled 1900 or more reference and information requests of varying complexity during the year. Numerous users were provided information and statistics on topics relating to unions, industrial relations, personnel policies, public sector employee relations, employment, unemployment, labor force, wages, etc. Many off-campus users sought data to aid in actual arbitration, court, or grievance cases, collective bargaining negotiations, etc. Inquiries for statistics about specific industries, occupations, ethnic groups, geographic areas, or by sex, were frequent. The librarian provided staff representatives from the Agricultural Labor Relations Board and the Educational Employment Relations Board with suggestions for sources of publications, and recommended some specific titles for their library collections. She also compiled for a Bay Area company a selected list of journals and other sources for current labor relations information.

The Library regularly acquires selected materials in the core subject areas, but the overall acquisition policy remains flexible, responding to changing emphases in the Institute research and community service activities, and to developments on the local and national scene. Recently, emphasis has been given to acquisition of materials on public sector employee relations, equal employment opportunity and affirmative action, and quality of work life. During the year ending June 30, 1977, 767 volumes and 1287 pamphlets and other non-book items were added to the collection. Since some materials are discarded each year, net growth of the Library is never great. The holdings now include approximately 12,770 volumes, 955 currently received serial titles, and 38,700 cataloged non-book items, such as documents, publications of university and other research organizations, labor union and employer publications, bibliographies and miscellaneous pamphlets.

The Library gratefully welcomed the generosity of friends. A visiting Research Fellow, a faculty member, and a former student made monetary contributions, and several staff and former staff donated publications. The campus Personnel Office continued its financial support by paying for the expensive subscription to BNA's *Collective Bargaining Negotiations and*

Contracts, and by forwarding their issues of two periodicals to the Library. Slightly more than half of the 223 volumes cataloged for the book collection were purchased on memorial or other gift funds, or were received as gifts, exchanges, or journal review copies. About nine-tenths of the serial titles, and most of the non-book items were obtained as gifts or on exchange.

Staff

Gwendolyn Lloyd is Librarian; Clara Stern, Associate Librarian (one-fourth time); Opal Pannell, Library Assistant; and Harry Wong, part-time student Library Assistant.

THE JOURNAL

Industrial Relations, the Institute's academic journal, now in its sixteenth year, publishes articles from many disciplines and from many institutions in the world. The Editorial Board, originally drawn from faculty members of the Berkeley and Los Angeles Institutes, has in recent years been enlarged to include representatives from the Irvine campus and from schools outside the U. C. system. A new addition during the academic year was Peter Feuille, who had served as an editorial assistant while a graduate student and who is now Associate Professor at the University of Illinois.

Notably among the articles published during the year were two dealing with public policy, one by Edward Epstein on labor and the Federal Elections Campaign Act, and the other by Joseph Grodin on the California Agricultural Labor Relations Act. The May 1977 issue was devoted exclusively to a symposium on research on union government. This symposium, which drew articles from Britain, the Netherlands, Israel, Australia, and Canada, as well as the U. S., was designed to spur research in an area which had received considerable attention in the period 1947-1960, but which has been since largely ignored.

Continued scholarly interest in disputes settlement procedures in the public sector has led to a symposium on this subject, which will appear in the October 1977 issue. Still another symposium, to take the form of an international comparison of various schemes for workers' participation in management, is being planned for 1978 or 1979.

The year 1976-77 saw an unexplained drop in the number of manuscripts submitted. Approximately 140 manuscripts were received – a decline from 225 received the previous year. A total of 30 articles and notes were published during the year, eight of which were solicited and 22 unsolicited. Since 104 unsolicited articles were rejected, the rejection rate for unsolicited articles was 83 per cent, a decline from the previous year's 90 per cent. The decline in submissions has been particularly notable from overseas countries, especially from India. Declines were noted also in the number of articles received from psychologists and practitioners. The number of high quality papers submitted seems to have remained roughly constant, so that the selection problem was not substantially eased.

The proportion of articles submitted which make use of regression analyses has continued to increase, thus adding to journal costs. To lessen budgetary pressure, the journal has begun to discourage the use of algebraic or mnemonic devices, although only when the information can be conveyed in conventional literary form. In addition, tables have been shortened or eliminated, encouraging the reader to write the author directly for complete data. There are limits to which this can be carried, however, and the problem remains serious.

Increasing costs have forced subscription rates up once again. For the first time extra charges have been made for foreign and institutional subscribers. Our heavy discount for three-year subscriptions remains popular and probably justifies itself in circulation processing costs.

There were two solicitations for new subscribers during the year, which have generated 200 new subscriptions. In addition, old subscribers were given a last chance to renew at the old rates before these were raised. This brought a considerable response, and there are currently approximately 2,450 subscribers.

As noted in earlier Institute Annual Reports, one measure of the journal's impact is the number of requests received for permission to reprint its articles in anthologies and the like. These requests average more than 50 annually.

Over the years the journal has had the practice of using one or more graduate students as editorial assistants. Beyond being of great value to the Institute itself, these assistants gain experience in evaluating and editing academic articles and also are exposed to the latest work in the industrial relations field. Didi Otterson (Business Administration) and Katherine Mooney (Sociology) served in this capacity during 1976-77.

During the year Barbara Porter served as Managing Editor, assisted by Linda Datz as Circulation Manager and Wendy Walvick as Circulation Assistant. In the absence of Raymond Miles, the Editorial Board was chaired by George Strauss.

INSTITUTE PUBLICATIONS 1976-1977

Through its comprehensive publications program, the Institute seeks to disseminate research by its faculty and staff members to the academic community and the general public. Publications include two journals, two newsletters, 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.

Because the Institute views its publications program as an important public service, no charge is made for single copies of most articles in the faculty reprint series. Charges for periodicals and conference proceedings vary with the size of the publication.

During the year, the publications program was staffed by Linda Datz, circulation manager for *Industrial Relations* and the Faculty Reprint Series; with Wendy Walvick, circulation assistant.

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, in February, May, and October.

Subscription Rates:

	Annual Subscription	Three-Year Subscription	Single Issue
Domestic			
Individual	\$10.00	\$25.00	\$4.00
Institution	\$12.00	\$30.00	\$4.50
Foreign			
Individual	\$11.00	\$28.00	\$4.50
Institution	\$13.00	\$33.00	\$5.00

California Public Employee Relations

A community services project providing in-depth and comprehensive analyses of recent developments in California public employer-employee relations. Each issue contains articles on currently important aspects of public employee relations, an open forum of views from readers, a summary of recent developments in the state, a log of neutrals' arbitration and factfinding decisions, an out-of-state news section, and reprints of pertinent laws, policies, and agreements.

Published four times yearly. Subscription rates: one year, \$25; single copy, \$6.25 (calendar year basis only).

CPER Bulletin

A news service available only to subscribers to *California Public Employee Relations*. Designed to supplement the comprehensive quarterly publication, the *Bulletin* provides frequent updates of news in the state plus broader coverage of issues and jurisdictions.

Subscription rates: one year, \$25 (calendar year basis only).

Monitor

A monthly newsletter on occupational health and safety addressed to a labor audience.

Subscription rates: one year, \$5 (individuals), \$10 (organizations).

II. Faculty Reprint Series 1976-77

- 398 "Rigor and Relevance in a Changing Institutional Setting," by R. A. Gordon. Reprinted from *American Economic Review* (1976).
- 399 "Organization Development," by George Strauss. Reprinted from *Handbook of Work, Organization and Society* (1976).
- 400 "Prison Guard Labor Relations in Ohio," by Paul D. Staudohar. Reprinted from *Industrial Relations* (1976).
- 401 "Compensation, Organizational Structure, and Control: Toward a Balance," by Raymond E. Miles. Reprinted from *Proceedings of the Twenty-Eighth Annual Winter Meeting of the Industrial Relations Research Association* (1976).
- 402 "Adolescence in Organization Growth: Problems, Pains, Possibilities," by George Strauss. Reprinted from *Organizational Dynamics* (1976).
- 403 "Runaway Unionism," by Lloyd Ulman. Reprinted from *The Round Table* (1976).
- 404 "Beyond Management and the Worker: The Institutional Function of Management," by Jeffrey Pfeffer. Reprinted from *The Academy of Management Review* (1976).
- 405 "Public Employment as Fiscal Policy," by Michael Wiseman. Reprinted from *Brookings Papers on Economic Activity* (1976).
- 406 "The Impact of External Law Upon Labor Arbitration," by David E. Feller. Reprinted from *The Future of Labor Arbitration in America* (1976).
- 407 "Manpower Policies and Demand Management," by Lloyd Ulman. Reprinted from *Jobs for Americans* (1976).
- 408 "Labor and Federal Elections: The New Legal Framework," by Edwin M. Epstein. Reprinted from *Industrial Relations* (1976).
- 409 "The Coming End of Arbitration's Golden Age," by David E. Feller. Reprinted from *Arbitration -- 1976* (Proceedings of the 29th Annual Meeting of the National Academy of Arbitrators).
- 410 "Managerial Practices," by George Strauss. Reprinted from *Improving Life at Work: Behavioral Science Approaches to Organizational Change* (1977).

- 411 "Unionism, Inflation, and Consensus," by Lloyd Ulman. Reprinted from *Relevance and Precision: From Quantitative Analysis to Economic Policy -- Essays in Honour of Pieter de Wolff* (1976).
- 412 "Union Government in the U. S.: Research Past and Future," by George Strauss. Reprinted from *Industrial Relations* (1977).
- 413 "Union Merger Process and Industrial Environment," by John Freeman and Jack Brittain. Reprinted from *Industrial Relations* (1977).
- 414 "The Time-Poor: A New Look at Poverty," by Clair Vickery. Reprinted from *The Journal of Human Resources* (1977).
- 415 "An Information Processing Model and Approach to the Study of Motivation," by Sheldon Zedeck. Reprinted from *Organizational Behavior and Human Performance* (1977).
- 416 "Organizational Context and the Characteristics and Tenure of Hospital Administrators," by Jeffrey Pfeffer and Gerald R. Salancik. Reprinted from *The Academy of Management Journal* (1977).

III. Miscellaneous Publications

Accounting and Office Manual for Labor Unions, by Harry C. Fischer, C.P.A. Revision of Fischer's 1961 manual incorporating significant changes and new developments in Labor-Management Reporting and Disclosure Act, and providing a comprehensive review of the functions of the financial office of the local labor union. (1975) \$7.50.

The Meyers-Milias-Brown and Winton Acts: Major Legal Issues in Public Employee Relations, proceedings of a conference sponsored by the Institute of Industrial Relations in San Francisco, January 21, 1971 (proceedings reissued). \$5.00.

Governor's Conference on Employment, proceedings of a conference sponsored by the Institute of Industrial Relations in Monterey, September 30 to October 3, 1965 (proceedings reissued). No charge.

IV. IPA Training Modules

The Relevant Legal Frameworks for California Public Sector Collective Bargaining, \$15.00.

The Duty to Bargain and 'Good Faith' Bargaining, \$15.00.

A Method to 'Cost Out' Contract Proposals, \$15.00.

Cal-City -- A California City Collective Bargaining Simulation, \$15.00

Productivity and Productivity Bargaining: Concepts and Problems in the Public Sector, \$15.00.

Cal/OSHA and Collective Bargaining in the Public Sector, \$15.00.

VISITORS

The following is a partial list of visitors to the Institute during 1976-1977:

Visiting Scholars (in residence for all or part of the year)

Battistina Costantino
University of Torino
Torino, Italy

Dov Elizur
Professor of Psychology
Bar Ilan University
Ramat Gan, Israel

Moira Hart
Research Associate
Industrial Relations Research Unit
University of Warwick
Coventry, England

Gregory V. Jump
Associate Professor of Political Economy
University of Toronto
Toronto, Canada

Berndt Keller
Department of Sociology
University of Essen
Essen, Germany

Eliezer Rosenstein
Senior Lecturer in Behavioral Science
Israel Institute of Technology
Israel

David W. Soskice
Fellow
University College
Oxford University
Oxford, England

Other Visitors

James Adams
The Wall Street Journal

John Akker
Assistant Secretary
Association of University Teachers
(A Churchill Fellow of 1976)
Essex, England

Malleck Amode
President
Government Servants Association
Port Louis, Mauritius

John Bailey
Lecturer
Bristol Polytechnic
Bristol, England

Bernard Brizay
Reporter
Le Nouvel Economiste
Paris, France

Simon Broadbench
Economic Adviser
British Embassy
Washington, D. C.

William Henry Callaghan
Assistant Secretary
Economic Department of the Trades
Union Congress
London, England

John Peter Cousins
International Relations Director
National Economic and Development
Council
London, England

Urtain Destrée
Secretary, Clerical Workers Union
Liege, Belgium

Stephen R. Engleman
Research Fellow
Department of Social & Economic Research
University of Glasgow
Glasgow, Scotland

Sture Eskilsson
Executive Director
Information Division
Swedish Employers Confederation
Stockholm, Sweden

Arnold Frenzel
Department of Economics
Wilfrid Laurier University
Waterloo, Ont., Canada

Herbert Giersch
Professor of Economics
University of Kiel
Kiel, Germany

Martin Heiss
Committee Member
German Trade Union Federation of the
Republic of Germany and Berlin (DGB)
Federal Republic of Germany

Michael Huc
Federal Secretary
Metal Workers Union
Force Ouvriere
France

Eric D. Jacobs
Labour Editor
Sunday Times
London, England

Graham D. Kelly
Wellington Secretary
Shop Assistants Union
New Zealand

Wahid Khadroui
Editor, *Ach-Chaab* (The People)
Newspaper of the General Union of
Tunisian Workers
Tunisia

Czaba Mako
Head of Research Group
Research Institute of Sociology
Budapest, Hungary

Kazimierz Marek, M. D.
Head of Clinical Department
Institute of Occupational Medicine
Bieruta, Poland

Friedhelm Merz
Editor-in-Chief
Vorwaerts
Bonn, Germany

Kare Myrvold
Trade Union Political Secretary
National Labor Party
Oslo, Norway

Yasuo Okamoto
Professor of Economics
University of Tokyo
Tokyo, Japan

Koji Okubayashi
Professor of Business Administration
Kobe University
Kobe, Japan

Björn Pettersson
Labor Attache
Swedish Embassy
Washington, D. C.

Caroline Reid
Organizing Tutor
Sheffield District, Workers Education
Association
Sheffield, England

E. Schwarzbach, M. D.
Landesanstlt Für Umweltschutz
Baden-Wurttemberg
West Germany

Roman E. Simson, M. D.
Physician in Occupational Health
Baulkham Hills, Australia

Fingal Strom
Special Adviser to the Minister of Finance
Stockholm, Sweden

Pierre Tchoudnowsky
Chamber of Commerce and Industries
Paris, France

Roger Williams
Contributing Editor
Saturday Review

Noel S. Woods
Industrial Relations Centre
Victoria University of Wellington
Wellington, New Zealand

Yuichi Yamada
Professor of Business Administration
Meiji University
Tokyo, Japan

THE FACULTY

1976-1977

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
Earl F. Cheit	Business Admin.	Economics of higher education
David E. Feller	Law	The law of collective bargaining; collective bargaining in higher education
John Freeman	Business Admin.	Organizational behavior; personnel allocation; organization-environment interaction
J. W. Garbarino	Business Admin.	Faculty unionism, public employee labor relations; labor economics with particular attention to fringe benefits and incomes policy
R. A. Gordon	Economics	Wages, prices, and unemployment
Samuel Haber	History	History of the professions
Van Dusen Kennedy	Business Admin.	Collective bargaining and comparative international industrial relations
Clark Kerr	Business Admin.	Economics of higher education
Frank S. Levy	Public Policy	Unemployment, poverty, and manpower policy
Raymond E. Miles	Business Admin.	Organization behavior and development, with particular attention to management theory, leadership, and organization-environment interaction
Jeffrey Pfeffer	Business Admin.	Organizational sociology, organization-environment interactions, with particular interest in inter-organizational relations
Michael Reich	Economics	Labor market segmentation; racial discrimination, and income differentials
Karlene H. Roberts	Business Admin.	Organization psychology, with particular attention to communications issues, leadership, and motivation
George Strauss	Business Admin.	Organizational behavior and industrial relations, with particular attention to job satisfaction, employee and management training and development, job design and organizational development
Lloyd Ulman	Economics	Collective bargaining, especially its impact on wages and prices; multinational unionism; incomes policies from an international perspective; manpower policies
Jan Vetter	Law	Equal employment in higher education; law of union-management relations
Clair Vickery	Economics	Unemployment insurance; economics of discrimination
Harold L. Wilensky	Sociology	Welfare systems in an international perspective
Michael Wiseman	Economics	Public employment programs
Sheldon Zedeck	Psychology	Industrial and organizational psychology, with particular attention to employee and management selection, appraisal, and development

THE PROFESSIONAL STAFF
1976-1977

Norman E. Amundson	Chairman, Center for Labor Research and Education
Janet R. Bertinuson	Coordinator, Labor Occupational Health Program
Bonnie G. Cebulski	Associate Director, California Public Employee Relations Project
Paul Chown	Coordinator of Labor Programs
Morris E. Davis	Coordinator, Labor Occupational Health Program
Hazel M. Grove	Assistant Librarian, California Public Employee Relations Project
Peter Guidry	Coordinator of Labor Programs and Director, Labor and Urban Studies Program
John K. Hislop	Coordinator of Management Programs
Andrea M. Hricko	Coordinator, Labor Occupational Health Program
D. Gwendolyn Lloyd	Librarian
Kenneth McGrew	Coordinator, Labor Occupational Health Program
Raymond E. Miles	Associate Director
Robert O'Sullivan	Associate, California Public Employee Relations Project
J. Bruce Poyer	Coordinator of Labor Programs
Betty V. H. Schneider	Director, California Public Employee Relations Project
John Sloan	Coordinator of Labor Programs
Clara S. Stern	Associate Librarian, California Public Employee Relations Project
George Strauss	Associate Director
Marla Taylor	Associate, California Public Employee Relations Project
Lloyd Ulman	Director
Sidney Weinstein	Editor, Labor Occupational Health Program
Donald Whorton	Director, Labor Occupational Health Program

THE ADMINISTRATIVE AND CLERICAL STAFF

The Institute's administrative and clerical staff shares with its professional staff, faculty, and students a keen interest in the Institute's activities and the problems with which those activities are concerned.

The following is a list of the support staff members in 1976-1977.

Fouad Bsat	Delivery worker and staff assistant for <i>California Public Employee Relations</i>
L. Denise Curtis	Staff assistant for <i>California Public Employee Relations</i>
Eugene S. Darling	Editorial assistant for the Labor Occupational Health Program
Linda Datz	Circulation manager for <i>Industrial Relations</i> and for the Faculty Reprint Series
Ethel L. Davis	Technical assistant for <i>California Public Employee Relations</i> and assistant bookkeeper for the Institute.
Marilyn Edelstein	Receptionist in main office and manuscript typist
Margaret V. Espeleta	Secretary for the Labor and Urban Studies Program (first part of the year)
Hazel M. Grove	Assistant librarian for the IPA program and circulation manager for <i>California Public Employee Relations</i>
Leslie S. Jaeger	Secretary to the IPA grant
Joan J. Lewis	Senior administrative assistant for the Institute
Beverly Jean Lum	Secretary for the Labor Occupational Health Program
Katherine Mello	Circulation assistant for <i>IPA Bulletin</i>
Janet Nexon	Program Assistant for the Labor Center
Madelyn D. O'Brien	Secretary for the Labor Occupational Health Program
Opal K. Pannell	Library assistant
Barbara E. Porter	Managing editor of <i>Industrial Relations</i>
Luzmarie Vallejo	Secretary for the Labor and Urban Studies Program (second part of the year)
Wendy A. Walvick	Circulation assistant for <i>Industrial Relations</i> and main office secretary
Carolyn J. Williams	Administrative assistant for Community Services
Harry Wong	Library assistant

SPACE

The Institute of Industrial Relations occupies the building at 2521 Channing Way. We have found that this building, which is a small, self-contained unit close to the campus but still in the outer community, has helped very greatly in intangible ways to provide a physical focus for the Institute's activities. We have been able to "house" our research assistants, who are enrolled in the different academic disciplines, which gives them a unique opportunity to become acquainted with their peers and to form a strong sense of community. They have formed valuable intellectual and social ties, many of which have persisted after they left the University for independent professional careers elsewhere.

In addition, many members from the trade union and management communities and from other groups in the general community have become accustomed to taking courses in the Institute's building and afterward to dropping in on us to discuss problems of interest to themselves and our staff. In this connection, it should also be mentioned that Institute space has been used as classrooms for graduate and undergraduate courses taught by faculty members.

Beginning in the summer of 1976, the Institute has also been renting space next door at 2515 Channing Way in order to accommodate the staff of the Labor Occupational Health Program. This arrangement has worked satisfactorily because of the proximity of the buildings.