

R E P O R T O N
RESEARCH - TRAINING
AND
COMMUNITY ACTIVITIES
1969 - 1971



I N S T I T U T E O F I N D U S T R I A L R E L A T I O N S
U N I V E R S I T Y O F C A L I F O R N I A , B E R K E L E Y

REPORT ON
RESEARCH • TRAINING
and
COMMUNITY ACTIVITIES

1969-1971

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CONTENTS

	<u>Page</u>
INTRODUCTION	1
INSTITUTE RESEARCH PROJECTS	3
FACULTY RESEARCH	7
INSTITUTE SPONSORED RESEARCH PUBLICATIONS	23
THE JOURNAL	27
SUPPORT AND TRAINING OF GRADUATE STUDENTS	28
THE LIBRARY	31
CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROJECT	33
COMMUNITY ACTIVITIES	39
Labor Programs	39
Management Programs	58
General Conferences	63
THE CLERICAL AND ADMINISTRATIVE STAFF	65

INSTITUTE OF INDUSTRIAL RELATIONS

Advisory Committee

1971-72

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Jan Vetter, Professor of Law

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Wells Fargo Bank, San Francisco

Einar O. Mohn, Director, Western Conference of Teamsters

INTRODUCTION

The Institute of Industrial Relations maintains a set of diversified activities in support of research and community service. The program of research support itself reflects a two-fold policy. On the one hand, the Institute supports individual research projects of faculty members who are drawn from five academic departments and whose interests are varied although intersecting in the general area of employment relations. The Institute sponsored the publication of five books and reprinted twenty-five articles in the two-year period ending December 31, 1971. In the same vein, the Institute, through its program of graduate research assistantships and its sponsorship of dissertations supported by grants from the Department of Labor, has encouraged the scholarly development of graduate students in a variety of academic disciplines.

While this research reflects the diversity of interests of both senior and junior staff, the Institute has also sought to encourage work in areas of current scholarly concern or policy importance. It has done so in three ways. In the first place, it received or administered grants for research projects in such fields as higher education and the labor market, manpower development policies, and policies of wage-price restraint. In addition, the Institute's journal, Industrial Relations (now ten years old), has included special symposia on worker participation in management, equal employment opportunity, discrimination in employment, and wages and prices in the construction industry. Finally, in 1969, the Institute launched a new publication entitled California Public Employee Relations in response to a widespread demand by local, county, and state government officers and trade unionists for analysis and information in the rapidly developing area of industrial relations in public employment.

The Institute also attempts to maintain some relationship between ongoing academic research and its community activities. Such attempts are made possible both by the professional expertise of its small staff of coordinators and by the helpfulness of interested faculty members. In the past two years, these resources have made it possible for the Institute to hold public conferences in such areas as discrimination in employee selection, legal issues in public employee relations, unemployment problems in San Francisco, and wage-price regulation under the government's New Economic Policy. It has also been possible to draw on academic resources in sponsoring such programs as the Philosophy of Management seminars, the Social Science Management seminars, and the conference on Organization Development.

The labor education programs of the Institute's Center for Labor Research and Education have also been guided by reference to research in sponsoring programs in such areas as health care, consumer economics, manpower development, rural development and labor market problems, and national

economic policy. Indeed, our labor educators have generated as well as drawn on intellectual resources which served as inputs into a range of seminars, projects and programs, developed in conjunction with local, state, and national union groups and with consumer and other organizations as well. A most ambitious project has been the Minority Trade Union Leadership Training Program, inaugurated in 1970, which has involved not only members of the Center and the Institute but trade union and minority organizations in the Bay Area, representatives of the Ford Foundation, and, more recently, the administrations of the University and of Merritt Community College, who have entered into a consortium in Labor and Urban Studies. With the formation of this consortium this ambitious educational program assumes new forms and acquires new dimensions, but its central thrust of helping to provide sophisticated leadership in areas of mutual concern to both the trade union movement and the minority communities in this region remain the same. New problems will continue to confront this experimental effort, but, here as elsewhere, we rely on friends--both old and recently acquired--to help us tackle them.

INSTITUTE RESEARCH PROJECTS

As in the past, support of individual faculty research projects by the provision of graduate research assistants, secretarial and editorial assistance, and diversion of a limited amount of funds for summer research time have constituted the most important part of the Institute's research program. At the same time, the Institute as an institution has received or administered grants from sponsoring agencies for specific research projects.

San Francisco Bay Area Labor Market

Beginning in 1967, an Institute research program on the San Francisco Bay Area labor market was supported by funds jointly provided by the U. S. Office of Education and the Manpower Administration in the Department of Labor. This research program generated two published reports. The first was a survey of "Employer Policies in a Changing Labor Market," prepared by Margaret S. Gordon and Margaret Thal-Larsen, which was completed in the spring of 1969. The second was a study of "Placement and Counseling in a Changing Labor Market: Public and Private Employment Agencies and Schools," by Margaret Thal-Larsen, completed in 1970. This survey analyzes the effectiveness--or ineffectiveness--of public employment agencies in giving priority to disadvantaged job applicants. In addition, it is an exhaustive survey study of the behavioral and performance characteristics of school placement services and employment agencies.

Response of Labor Supply to Increased Wages

In 1969, the Brookings Institution awarded a grant of \$20,000 to the Institute for work on the supply of labor in conjunction with a larger Brookings-OEO project. This work involved econometric estimation utilizing SEO tapes. The principal researchers from Berkeley on this project were Robert E. Hall (now Associate Professor of Economics at MIT), Michael J. Boskin, and Michael D. Hurd (both now Assistant Professors of Economics at Stanford). Results from this research have been utilized as one of the bases for two printed articles thus far. In addition, Hall has a forthcoming article summarizing the technical results of his research.

Boskin has written three papers on the basis of his research under this grant. Two deal with the derivation and estimation of labor supply equations disaggregated by race, sex, and family status. The major conclusion is that total labor supply (including labor force participation and hours) is highly inelastic for all population subgroups except wives and female teenagers. The third paper applies the results of the labor

supply study to an examination of the impact of alternative income maintenance programs.

Hurd's study is designed to reveal how much of the change in labor force participation over time can be attributed to the economic variables derived from the cross-section SEO data.

Studies in the Economics of Higher Education

In 1969, the Carnegie Commission on Higher Education awarded a grant of \$90,000 to the Institute to conduct research on aspects of the economic appropriateness of higher education. This research has now been completed in the form of a number of articles by individual researchers at Berkeley and elsewhere. These articles will be incorporated in a volume on Higher Education and the Labor Market, which will be edited with an introduction by Clark Kerr, the Chairman of the Carnegie Commission. Individual projects supported by the Institute grant and edited by Lloyd Ulman are as follows:

"Measuring the Economic Benefits of Education," by Lester C. Thurow, Massachusetts Institute of Technology.

"Higher Education Decision Making and the Labor Market," by Walter A. Fogel and Daniel J. B. Mitchell, University of California, Los Angeles.

"Implications of the Growth of an Organized Labor Market for Faculty Members," by Joseph W. Garbarino, University of California, Berkeley.

"The Utilization of College Trained Manpower in the United States," by V. Lane Rawlins, Washington State University, and Lloyd Ulman, University of California, Berkeley.

"The College Dropout and Occupational Choice," by David Kaun, University of California, Santa Cruz.

"The Professions and Higher Education: An Historical View," by Samuel Haber, University of California, Berkeley.

"Changing Labor Market for College Graduates," by Margaret S. Gordon, University of California, Berkeley.

Exploratory Empirical Research on the Pathology of Secondary Labor Markets

This grant from the U. S. Department of Labor, Manpower Administration, provided support to Robert E. Hall (now at MIT) for empirical work designed to estimate the impact of protective institutions on unprotected labor markets, which would include heavy concentrations of racial minorities and other low-wage workers.

Inter-University Study of Labor Problems in Economic Development

This is a grant from Princeton University to the Institute to support an ongoing study by Clark Kerr, in conjunction with Professors John T. Dunlop (harvard University), Frederick H. Harbison (Princeton University), and Charles A. Myers (MIT). An important result of the research has been the series of lectures given by Dr. Kerr at the University of Nairobi in January 1972. The Gandhi Memorial Lectures are entitled "Education and National Development: Reflections from an American Perspective During a Period of Global Reassessment." The lectures will be published under the auspices of the University of Nairobi.

Incomes Policies in Western Europe

This study was facilitated by a grant of \$8,000 from the Council of Economic Advisers to the Institute. It resulted in the book, Wage Restraint: A Study of Incomes Policies in Western Europe, by Lloyd Ulman and Robert J. Flanagan (now at the University of Chicago), which was published by the University of California Press in 1971.

Broader Implications of Manpower Development Policies

The National Manpower Policy Task Force made available a sum of \$4,000 to the Institute to help generate a volume of essays appraising the potential and limitations of manpower development programs by individual scholars whose work has ordinarily taken them into wider areas of research. The collection is being edited with an introductory essay by Lloyd Ulman and will contain the following essays:

"Some Macroeconomic Aspects of Manpower Policy," by R. A. Gordon, University of California, Berkeley.

"Manpower Policies to Reduce Inflation and Unemployment," by Charles C. Holt, C. Duncan MacRae, Stuart O. Schweitzer, and Ralph E. Smith, The Urban Institute, Washington, D. C.

"Redistributional Aspects of Manpower Training Programs," by Lester C. Thurow (MIT).

"The Overall Impact of an Active Labor Market Policy in Sweden," by Rudolf Meidner and Rolf Andersson, University of Stockholm.

"Manpower Programs for a Healthier Economy," by Sar A. Levitan, George Washington University.

Alternative Forms of Public Service Employment

This is a grant of \$57,500 made by the Manpower Administration of the Department of Labor to the Institute to conduct research on costs and benefits of public service employment, including impacts on private low-wage sectors of the economy, on economically motivated criminal activity in ghetto labor markets, and on the inflation-unemployment trade-off. Research under this grant is conducted and discussed in an informal faculty-student seminar. The student members, whose research on various underlying aspects of these problems is expected to yield doctoral dissertations, are Philip J. Cook, Robert H. Frank, and Laurence S. Seidman. An additional student member, whose doctoral research is in a related area but not supported by the grant, is Alan A. Fisher. Faculty members of the seminar are R. A. Gordon, Bent Hansen, Frank Levy, and Lloyd Ulman. In addition to the specialized monographs, the project will yield an overall report on the potentialities and drawbacks of public service employment.

Manpower Administration Doctoral Dissertation Grants

During the last two years, the following graduate students received grants of \$10,000 each from the Manpower Administration of the U. S. Department of Labor in support of their doctoral dissertations:

Erwin A. J. Dreessen, "The Elasticity of Labor Demand Across Regions, with an Application to Wood Products Industries."

Stephen R. Engleman, "Cost and Performance Incentives for Office of Economic Opportunity Job Corps Contractors."

Alan A. Fisher, "The Problem of Teenage Unemployment."

Robert J. Flanagan, "An Analysis of International Differences in Non-cyclical Unemployment."

Michael D. Hurd, "An Explanation of Changing Labor Force Participation Rates."

Ernie S. Lightman, "The Economics of Military Manpower Supply in Canada."

Norma J. Wikler, "The Re-entry of Vietnam Veterans: Problems and Process of Returning to Civilian Life."

Louise B. Wolitz, "An Analysis of the Labor Market for Policemen."

FACULTY RESEARCH

The Institute supports individual research projects of faculty members in a variety of academic disciplines, primarily through the provision of student research assistance, of editorial assistance and manuscript typing, of modest summer research funds, and the Institute's Reprint series. The disciplines currently represented by our faculty membership are Business Administration, Economics, Law, Psychology, and Sociology. These faculty members share a common interest in problems related to work and leisure activities and group behavior. At the same time, their specific research interests are rather widely diversified, as the following biographical data reveal. The latter also afford some impression of the range of professional and public service activities in which the faculty members are engaged. What is not apparent from the information in the following pages is the generous donation of faculty time and effort which has greatly enriched the quality of the programs of public education sponsored by the Institute and its Center for Labor Research and Education.

THE FACULTY

MILTON R. BLOOD (Assistant Professor of Psychology)

Publications not in Reprint Series

"Job Enlargement, Individual Differences, and Worker Responses" (with C. L. Hulin), Psychological Bulletin, 1968, 69. Reprinted in L. L. Cummings and W. E. Scott, Jr. (eds.), Readings in Organizational Behavior and Human Performance (Homewood, Ill.: Irwin, 1969).

"The Validity of Importance," Experimental Publications System, 1969, No. 2. Reprinted in Journal of Applied Psychology, in press.

"Development of First-Level Behavioral Job Criteria" (with L. Fogli and C. L. Hulin), Journal of Applied Psychology, 1971, 55 (1).

Professional and Public Service

Two presentations, Social Science Management Seminar.

Address, Agricultural Council of California.

Consultant, City of Pinole.

Research reviewer, the Canada Council.

Evaluator, Aerospace Retraining Program of the Department of Labor.

Current Research

Investigation of work attitudes and work reward preferences of physicians and engineers. Examination of attitudinal response to medical practice within a large organizational structure and of relationship between reward preferences and professional career.

EARL F. CHEIT (Professor of Business Administration)

Publications not in Reprint Series

The New Depression in Higher Education (McGraw-Hill: Carnegie Commission monograph, 1971).

"Industrial Accidents," rewrite of an article for Encyclopaedia Britannica.

"Regent Watching," Association of Governing Boards of Universities and Colleges, April 1971.

Testimony presented to Select Committee on Higher Education, U. S. House of Representatives, in press.

Economic and Social Security (with Turnbull and Williams), New York: Ronalds Press, 3rd edition.

Professional and Public Service

Advisor or consultant with several public and private academic institutions, including Ohio University, Cornell, and St. Mary's College.

Speaker to: American Accounting Association annual national meeting; Education Commission of the States annual national meeting; Southern Educational Board's governors and university presidents; American College Public Relations Association annual meeting; Aspen Institute for Humanistic Studies; Foundation Executives Group; Commonwealth Club of San Francisco; Town Hall of Los Angeles; Association of Governing Boards of Universities and Colleges; U. S. College of Engineering annual conference on education.

Chairman of: Policy and Planning Committee for School of Business; Campus-wide Committee on the Extended University; Review Committee for Center for Research and Development in Higher Education.

Member, Editorial Board, California Management Review.

Current Research

An analysis of professional schools for the Carnegie Commission on Higher Education.

DAVID E. FELLER (Professor of Law)

Publications not in Reprint Series

"Preventive Mediation & Continuing Dialogue. The Steel Experience: Myth and Reality," Proceedings, 21st Annual Meeting of the Industrial Relations Research Association.

"The Impetus to Contract Arbitration in the Private Area," Proceedings, New York University 24th Annual Conference on Labor, 1971.

Professional and Public Service

Member, Public Review Board, Association of Western Pulp and Paper Works.

Secretary-Elect, American Bar Association, Section on Labor Relations Law, 1971.

Permanent Umpire, American Radio Association.

Member, Labor Arbitration Panel, American Arbitration Association,
Roster of Arbitrators, Federal Mediation & Conciliation Service.

Delegate, Judicial Conference of the Ninth Judicial Circuit, 1968.

Current Research

An examination and reappraisal of the legal theory of the collective bargaining agreement, with particular reference to the rights and remedies of individual employees.

JOSEPH W. GARBARINO (Professor of Business Administration)

Publications not in Reprint Series

"Managing University Research," California Management Review.

"Precarious Professors: New Patterns of Representation," Industrial Relations, February 1971. Reprinted by the Carnegie Commission on Higher Education.

Professional and Public Service

Fulbright British Lectureship in University of Glasgow, Scotland, 1969.

Current Research

A study of faculty unionism for the Carnegie Commission on Higher Education.

EDWIN E. GHISELLI (Professor of Psychology)

Publications not in Reprint Series

Explorations in Managerial Talent (Goodyear Publishing Co., 1971).

Managerial Excellence in Japan. Now being translated into Japanese to be published in Japan by the Publication Bureau of the Japan Economic Journal.

"Managerial Talent," in The Discovery of Talent (Harvard University Press, 1969).

"Some Motivational Factors in the Success of Managers," Personnel Psychology, 1968, 21.

"The Interaction of Traits and Motivational Factors in the Determination of Success of Managers," Journal of Applied Psychology, 1968, 52.

"The Prediction of the Success of Stock and Bond Brokers," Personnel Psychology, 1969, 22.

"The efficacy of Advancement on the Basis of Merit in Relation to the Structural Properties of the Organization," Organization and Behavior, 1969, 4.

"Need Satisfaction, Managerial Success, and Organizational Structure," (with D. A. Johnson), Personnel Psychology, 1970, 23.

"Managerial Talent, Pay and Age," (with J. Siegel), Journal of Vocational Behavior, 1971, 1.

"Qualities Underlying Managerial Excellence," Bollettino di Psicologia Applicata, 1971, N. 103-103-105.

"Leadership and Managerial Success in Tall and Flat Organizations" (with J. Siegel), Personnel Psychology, in press.

"The Mixed Standard Scale: A New Rating System" (with F. Blanz), Personnel Psychology, in press.

Current Research

Investigation of factors associated with managerial talent and managerial success and the effects of organizational structure on these relationships.

MARGARET S. GORDON (Research Economist)

Publications not in Reprint Series

The Research Program of the Social Security Administration, Report of the 1967 Social Security Advisory Committee on Research Development, U. S. Government Printing Office, Washington, D. C., 1968 (Margaret S. Gordon, Chairman).

Employer Policies in a Changing Labor Market: Report of the San Francisco Bay Area Employer Policy Survey, Institute of Industrial Relations, University of California, Berkeley, 1969.

"The Carnegie Commission's Recommendations on Medical and Dental Education," Report of the West Coast Assembly, The Health of Americans, University of California, San Francisco, March 1971.

"Health Education Centers: Their Role in Medical Education," Journal of the American Medical Association, in press.

Statement as expert witness, Hearings on Health Manpower Educational Assistance Act, Subcommittee on Health, U. S. Senate Committee on

Labor and Public Welfare, May 1971; supplementary statement on financial needs of medical schools submitted at request of Senator Edward Kennedy, May 1971.

The Open-Door Colleges: Policies for the Community Colleges (New York: McGraw-Hill, 1970), Report of the Carnegie Commission on Higher Education.

Higher Education and the Nation's Health: Policies for Medical and Dental Education (New York: McGraw-Hill, 1970), Report of the Carnegie Commission on Higher Education.

New Students and New Places: Policies for the Future Growth and Development of American Higher Education (to be published by McGraw-Hill), Report of the Carnegie Commission on Higher Education.

Professional and Public Service

Member, President's Commission on Income Maintenance Programs, 1968-1969; author of two supplementary statements in Commission report.

Member, Confidential Presidential Task Force on Older Americans, 1967-1968.

Member, Berkeley City Council, 1965-1969.

Member, Personnel Board, City of Berkeley, 1970- .

Current Research

A study of the changing labor market for college graduates to be published as a chapter in a volume to be sponsored by the Institute of Industrial Relations and the Carnegie Commission on Higher Education. Research on higher education and the labor market, costs and benefits of higher education, and effective use of resources in higher education.

ROBERT A. GORDON (Professor of Economics)

Publications not in Reprint Series

"The Stability of the U. S. Economy," in Martin Bronfenbrenner (ed.), Is the Business Cycle Obsolete? (New York: Wiley, 1969).

"Full Employment and Price Stability as Goals of Economic Policy," in Gregory Grossman (ed.), Essays in Socialism in Honor of Carl Landauer (New York: Prentice-Hall, 1970).

"Adam Smith in the Twentieth Century," in L. S. Selk (ed.), Readings in Contemporary Economics (New York: McGraw-Hill, 1970).

"How Obsolete is the Business Cycle?" The Public Interest, Fall 1970.
Reprinted in David Billano and Irving Kristol (eds.), Capitalism Today
(Basic Books, 1971).

Professional and Public Service

Consultant, State Department of Finance, California.

Member, Visiting Committee, Massachusetts Institute of Technology
Economics Department.

Member, Committee to review Graduate School of Business, University of
Chicago.

Member, Executive Committee of Project LINK (to link together national
econometric models). Attended conferences in Japan (1969) and London
(1970).

Member, Senior Panel on Economic Activity, The Brookings Institution,
1970-1971.

Paper presented to Board of Governors, Federal Reserve System, June 1970.

Testified before two Congressional committees, 1971.

Co-author, Comparative Study of Faculty Salaries, 1971.

Paper presented at meeting of the National Manpower Policy Task Force,
March 1971.

Current Research

A study of macroeconomic aspects of manpower policy. An examination of
the measurement of unemployment.

WILLIAM K. GRAHAM (Assistant Professor of Psychology)

Publications not in Reprint Series

Comparative Studies in Organizational Behavior (with Karlene H. Roberts),
Holt, Rinehart and Winston, in press.

"Description of Leader Behavior and Evaluation of Leaders as a Function
of LPC," Personnel Psychology, 1968, 21.

"Comparison of Job Attitude Components Across Three Organizational
Levels," Personnel Psychology, 1969, 22.

"Personality Correlates of Supervisory Ratings," (with J. T. Calendo),
Personnel Psychology, 1969, 22.

"Organization Structure, Administrative Style, Program Characteristics, and Institutional Goals," Reports of the National Council on Crime, January 1969.

"Effects of Group Discussion on Accepting Risk and on Advising Others to be Risky," (with S. G. Harris), Psychological Record, 1970, 20.

"Perceptions of Leader Behavior and Evaluation of Leaders Across Organizational Levels," Journal of Industrial Psychology, 1970, 5.

"Use of Wage and Benefit Preferences in the Formulation of Bargaining Goals" (with P. Renwick and S. Zedeck), Experimental Publication Systems, 1971, 12.

"Brainstorming on a 'Hot' Topic: The Effects of Training and Practice on Individual and Group Performance" (with P. C. Dillon and A. Aidells), Journal of Applied Psychology, in press.

"Leader Behavior, Esteem for the Least-Preferred Co-Worker, and Group Performance," Journal of Industrial Psychology, in press.

Professional and Public Service

Papers presented to: Western Psychological Association Meetings, 1969; Department of Psychology, University of Illinois, 1969; Institute of Personality Assessment Research Colloquium, Berkeley, 1969; Western Psychological Association meetings, 1970; University of Toronto, 1970; Executive Seminar, San Francisco, 1971; Experience Unlimited, Oakland, 1971.

Consultant, numerous private organizations and government agencies.

Member, Personnel Boards, City and County of San Francisco and State of California.

Current Research

Studies examining predictions of organizational preferences; judgmental ability of raters and the accuracy of ratings; an empirical test of Maslow's need-hierarchy theory; the structure of organizational images; job expectations of unemployed aerospace scientists.

CLARK KERR (Professor of Business Administration)

Publications not in Reprint Series

Marshall, Marx and Modern Times: The Multi-Dimensional Society (Cambridge: Cambridge University Press, 1969).

"Federal Aid to Higher Education Through 1976," summary of a Report, Quality and Equality: New Levels of Federal Responsibility for Higher

Education, of the Carnegie Commission on Higher Education, in The Economics and Financing of Higher Education in the United States (Washington: Government Printing Office, 1969).

"Governance and Functions," Daedalus, Winter 1970: "The Embattled University."

"New Learning Looks Longer and Broader," The New York Times, Annual Education Review, January 12, 1970.

"Presidential Discontent," in David C. Nichols (ed.), Perspectives on Campus Tensions (Washington: American Council on Education, 1970). Reprinted as A Carnegie Commission on Higher Education Report.

"National Foundation for Higher Education," Change, May/June 1971.

"Postscript to Industrialism and Industrial Man" (with John T. Dunlop, Frederick H. Harbison, and Charles A. Myers), International Labour Review, June 1971.

Professional and Public Service

Keynote Address, Ursinus College Alumni Liberal Arts Seminar, Ursinus College, Pennsylvania, June 1969.

Addresses made to: State University of New York, October 1968; Queens University (Dunning Trust Lecture), December 1968; University of Missouri, March 1969; Montclair State College, April 1969; Pennsylvania State University, April 1969.

Speaker at: Annual Meeting of the Southern Regional Education Board, Miami, June 1969; Thirty-fifth Annual Meeting of the Southern Governors' Conference, Williamsburg, Va., September 1969; 29th SREB Legislative Work Conference, Key Biscayne, Florida, July 1971.

Aggrey-Fraser Guggisberg Lecture, University of Ghana, May 1970. Taped for Voice of America

Commencement Address, Bryn Mawr College, May 1970.

Current Research

A continuation of research begun under the Inter-University Study of Labor Problems in Economic Development, with a Gandhi Memorial Lecture at the University of Nairobi planned on the topic, "Education and National Development: Reflections from an American Perspective during a Period of Global Reassessment." Additional studies of the future of higher education in the United States.

FRANK S. LEVY (Assistant Professor of Economics)

Publications not in Reprint Series

"Toward a Rational Theory of Decentralization: Another View" (with Edwin M. Truman), American Political Science Review, March 1971.

Northern Schools and Civil Rights: The Racial Imbalance Act of Massachusetts (Markham Publishing Co., 1971).

"Resource Allocation in the Oakland Public Schools," a chapter in A. Wildavsky (ed.), The Political Economy of Oakland, forthcoming 1972.

Professional and Public Service

Established panel on post-Vietnam economic activity, AEA meetings, 1970.

Member, American Political Science panel on The Unheavenly City, 1971, Chicago. Paper published in proceedings of meeting.

Speechwriter for United States Senator Fred R. Harris of Oklahoma, July 1970-August 1971.

Research worker, Oakland Public Schools (four days a week), 1969-1970. Financed through a grant from the Urban Institute.

Current Research

Involved in projects on the impact of revenue sharing; the effect of segregated schools on post-high school activities; relationship between the psychological conceptions to time horizon and fate control, and the economic concept of the discount rate; the examination of the SEO study to find inferences on the lecondary labor market.

RAYMOND E. MILES (Professor of Business Administration)

Publications not in Reprint Series

"Participative Management: Quantity vs. Quality" (with J. B. Ritchie), California Management Review, Spring 1971.

Professional and Public Service

Associate Editor, Industrial Relations, 1968-1970.

Editor, Industrial Relations, 1970- .

Papers presented at: Academy of Management Annual Meeting, August 1970; Industrial Relations Research Association, December 1970.

Coordinator, West Coast Conference on Organization Development, Spring 1970.

Participant, Behavioral Experiments in Accounting Symposium, Ohio State, 1971.

Consultant on Organization Development, University of California, San Francisco.

Current Research

An analysis of factors affecting organizational adjustment to environmental changes, with particular attention to control systems and leadership attitudes.

KARLENE H. ROBERTS (Assistant Professor of Business Administration)

Publications not in Reprint Series

"Unconventional Uses of Content Analysis in Social Science" (with E. J. Webb), in G. Gerbner, et. al. (eds.), The Analysis of Communication Content: Development in Scientific Theories and Computer Techniques (New York: Wiley, 1969).

"Understanding Research: Some Thoughts on Evaluating Completed Educational Projects," ERIC Clearinghouse on Educational Media and Technology, 1969. German translation, 1971.

Comparative Studies in Organizational Behavior (with W. K. Graham) (New York: Holt, Rinehart and Winston), in press.

"Organizational Communications," (with L. W. Porter), chapter in M. D. Dunnette (ed.), Handbook of Industrial and Organizational Psychology (Chicago: Rand-McNally), in press.

"Job Satisfaction Among Whites and Nonwhites: A Cross-Cultural Approach" (with C. A. O'Reilly), Journal of Applied Psychology, in press.

Organizational Communication (with L. W. Porter), to be published by Wadsworth in Industrial Psychology Series, edited by Victor Vroom.

Professional and Public Service

Session Chairman, Leadership and Organizational Climate, Annual Meeting, American Psychological Association, Washington, D. C., September 1971.

Participant, symposium on Organizational Buying, American Association for Public Opinion Research Annual Meeting, Pasadena, May 1971.

Consultant on Personnel Problems, University Art Museum, University of California, Berkeley.

Consultant, Stanford Research Institute, 1968-1969.

Consultant, Bank of America, 1969-1970.

Current Research

A field study of the influence on communication, job performance, and employee satisfaction of introducing paramedics into ongoing medical hierarchies. A laboratory experiment in information absorption in organizations. An exploratory study of the effects of community and organizational characteristics on job satisfaction of nursing personnel. Study of job satisfaction among part-time and full-time workers. Examination of paucity, sterility, and famine in organizational communication. An extension of the convergent-discriminant matrix: multi-populations, multi-measures in job satisfaction research.

GEORGE STRAUSS (Professor of Business Administration)

Publications not in Reprint Series

"Establishing Representation Rights: The Berkeley Experience," California Public Employee Relations, No. 5 (Institute of Industrial Relations, May 1970).

"Manufacturing Organization for the Future," in Ivan Vernon (ed.), Issues in Labor Policy: Papers in Honor of Douglass Vincent Brown (Cambridge: MIT Press, 1971).

Personnel: The Human Problems of Management (with Leonard Sayles), 3rd edition (Englewood Cliffs: Prentice-Hall, 1971).

"Professional or Employee Oriented: Dilemma for Engineering Unions," in R. Woodworth and R. B. Peterson (eds.), Collective Bargaining for Professional and Public Employees (New York: Scott, Foresman, 1969).

"Tactics of Lateral Relationships," in K. Davis and F. E. Webster (eds.), Readings in Sales Force Management (New York: Ronald Press, 1968).

"Union Bargaining Strength: Goliath or Paper Tiger," in Max Wortman (ed.), Critical Issues in Labor.

Professional and Public Service

Managing Editor, Industrial Relations, 1964-1970.

Chairman, Personnel Board, City of Berkeley, 1969-1970; Member, 1970- .

Panelist and Chairman, Western Conference on Organizational Development, San Francisco, April 1970.

Lecturer for: Shell Development Company, December 1969; California Teachers Association, Burlingame, March 1969; Association of Western Hospitals, Palo Alto, September 1969.

Participant, Program planning meetings, Institute of Court Administration, American Bar Association, Denver, 1970.

Participant and Panel Chairman, Summer Workshop on Organizational Research, Institute of Management Science, New York, July 1971.

Member, Personnel Committee, Berkeley Co-op, 1969-1970.

Current Research

A critical review of the literature and practice of organization development, with emphasis on alternate strategies of organization development confrontation. A comparison of collective bargaining and unionism in a number of fields: construction, other skilled trades, clerical work, performers and artists, engineers, social workers, priests, librarians, hospital and health workers, government employees, teachers, and professors.

MYRA H. STROEBER (Lecturer in Economics)

Publications not in Reprint Series

"Relationships Between the Level of Economic Development and the Inter-industry Wage Structure" (unpublished thesis).

Current Research

An examination of the relationship between wages and productivity in both developed and underdeveloped economies. An investigation into the problems of women in the labor force, in particular the methods of job search of women college graduates, the documentation of wage discrimination, and the economics of child care centers.

LLOYD ULMAN (Professor of Economics)

Publications not in Reprint Series

Wage Restraint: A Study of Incomes Policies in Western Europe, with R. J. Flanagan (Berkeley: University of California Press, 1971).

"Inflation Policies and Collective Bargaining," Monthly Labor Review, August 1971.

Professional and Public Service

Member, National Manpower Policy Task Force, 1969- .

Member, National Manpower Advisory Committee, 1970- .

Chairman, Senate Policy Committee of the Academic Senate, 1970-1971.

Chairman, Conference on the Interrelationships Between Manpower Policy and Macroeconomic Policy, sponsored by the National Manpower Policy Task Force, 1971.

Presented paper on "Inflation Policies and Collective Bargaining" at Third Annual Collective Bargaining Forum, New York, 1971.

Addressed Section on Business Economics, Commonwealth Club of California on "Cost-Push Inflation and Policy Prescriptions," August 1971.

Testified before the Joint Economic Committee on the Wage-Price Freeze, September 1971.

Current Research

An appraisal of the bases of active labor market policy, and alternative mechanisms for wage determination in the private sector.

JAN VETTER (Professor of Law)

Current Research

(a) Conflicts among legal theories of the collective bargaining agreement, particularly in connection with questions of arbitration arising under Section 301 of the Taft Hartley Act and problems of the duty to bargain imposed by Section 8 of the National Labor Relations Act; (b) the interaction of legal processes and bargaining processes and pressure tactics in industrial relations systems.

HAROLD L. WILENSKY (Professor of Sociology)

Publications not in Reprint Series

Organizational Intelligence: Knowledge and Policy in Government and Industry (New York: Basic Books, 1967).

"Multiple Careers and Flexible Careers," a memo to the Committee on Research and Development of the American Gerontological Society, incorporated in "Research and Development Goals in Social Gerontology," a special issue of The Gerontologist, 9, Winter 1969.

"Emerging Leisure Styles: A Microscopic Prediction about the Fate of the 'Organization Man'," Society and Leisure, 4, 1970.

"Experts in Foreign and Domestic Policy: Reflections on the Limits of Rationality," paper presented at Olivetti Conference on Information Technology and Politics in Italy, September 1971.

Professional and Public Service

Papers presented to: Conference on Technology and Work, Harvard University, March 1969; Advisory Committee for Program on Technology and Society, Harvard University, May 1969; American Sociological Association meetings, Boston, August 1968.

Lecture in Administration for senior executives in business and public administration, York University, Toronto, March 1969; additional seminars and lectures for faculty and students at York University, March 1969.

Lectures to: Sociology Colloquium, University of California, Los Angeles, April 1969; University of Chicago, March 1970; Civil Service Commission Executive Seminar on the Management of Organization, 1971.

Editorial Associate, Journal of Human Resources.

Elected Member, Editorial and Publications Committee, Society for the Study of Social Problems. Chairman, 1971-1972.

Elected Council Representative, American Sociological Association.

Member, Executive Council, Industrial Relations Research Association.

Chairman, Ad Hoc Committee on Information Technology and Privacy, American Sociological Association, 1970-1972.

Visiting Professor, Lund University, Sweden, Fall 1970.

Appointed Research Associate, Program on Technology and Society, Harvard University, 1969-1971.

Consultant to AFL-CIO central headquarters on Public Relations and Politics.

Consultant, development of Master Plan for Vocational Education, Commission on Manpower and Full Employment, State of Hawaii.

Consultant, Canada Council, re allocation of funds for La Revue Canadienne de Sociologie et d'Anthropologie, 1971.

Current Research

A study of the University Crisis in Italy with comparisons to Britain and the United States. "Equality, the Welfare State, and War: A Paradox of Modern Society," a comparative analysis of data on military and welfare spending in 52 countries. A study of work, leisure, and freedom: the gains and costs of abundance. An essay on the relevance of Veblen to contemporary sociological theory.

SHELDON ZEDECK (Assistant Professor of Psychology)

Publications not in Reprint Series

"A Psychophysical Determination of Equitable Payment: A Methodological Study," (with Patricia Cain Smith), Journal of Applied Psychology, 52, 1968.

"A Demonstration of Face Validity" (with C. J. Cranny and Carol A. Vale), Experimental Publication System, Issue No. 2, 1969.

"Investigation of 'Joint Moderators' in Three Prediction Techniques," (with C. J. Cranny, Carol Vale, and Patricia Cain Smith), Journal of Applied Psychology, 55, 1971.

"Identification of Moderator Variables by Discriminant Analysis in a Multi-Predictable Group Validation Model," Journal of Applied Psychology, in press.

"Use of Wage and Benefit Preferences in the Formulation of Bargaining Goals" (with P. A. Renwick and W. K. Graham), Experimental Publication System, Issue No. 12, 1971.

"Nursing Performance as Measured by Behavioral Expectation Scales; A Multitrait-Multirater Analysis" (with H. T. Baker), Organizational Behavior and Human Performance, in press, July 1972.

Professional and Public Service

Consultant, Orientation Program for Unemployed Aerospace Engineers, United States Federal Government.

Panel member, Cablevision discussion on "The Psychology of Work."

Current Research

A longitudinal study of the factors underlying choice of organizations and not occupations. A performance appraisal program for nurses, with particular attention to whether supervisors and staff expect and perceive similar types of behavior.

INSTITUTE SPONSORED RESEARCH PUBLICATIONS (1969-1971)

Books

The Economics of Labor Force Participation, by William G. Bowen and T. A. Finegan (New Jersey: Princeton University Press, 1969). \$18.50.

Collective Bargaining and Productivity: The Longshore Mechanization Agreement, by Paul T. Hartman (Berkeley: University of California Press, 1969).

Marshall, Marx and Modern Times: The Multi-Dimensional Society, by Clark Kerr (Boston: Cambridge University Press, 1970). \$4.95.

The Rise of Teamster Power in the West, by Donald Garnel (Berkeley: University of California Press, 1971). \$12.50.

Wage Restraint: A Study of Incomes Policies in Western Europe, by Lloyd Ulman and Robert J. Flanagan (Berkeley: University of California Press, 1971). \$7.50.

Periodicals

Industrial Relations: A Journal of Economy and Society.

Published three times yearly, in February, May, and October.

Subscription rates: one year, \$6.00; three years, \$14.00; single copies, \$2.50.

California Public Employee Relations.

Published four times a year. Subscription rates: one year, \$10.00; single copies, \$3.00; special discounts for bulk orders.

Miscellaneous Publications

Five Affirmative Action Programs for Equal Opportunity Employment in the Construction Industry, by M. Peevey and B. Heian (1969). \$1.25.

Employer Policies in a Changing Labor Market: A Report of the San Francisco Bay Area Employer Policy Survey, by Margaret S. Gordon and Margaret Thal-Larsen (July 1969). \$3.00.

The Meyers-Milius-Brown and Winton Acts: Major Legal Issues in Public Employee Relations, proceedings of a conference held at the Hilton Hotel, San Francisco, California, January 21, 1971. \$10.00.

Organizational Development: The State of the Art, proceedings of the Western Organization Development Conference at the Fairmont Hotel, San Francisco, California, April 16-17, 1970. Co-sponsored with the Foundation for Research on Human Behavior, Ann Arbor, Michigan. \$5.50.

Productivity Change for Carpenters and Other Occupations in the Building of Single Family Dwellings and Related Policy Issues, by Sara Behman, with Max DeGialluly, Erwin Dreessen, and Clyde Johnson (1972).

Reprints

- No. 332. "Studies of Job Attitudes and Leadership Behavior," by William K. Graham. Reprinted from Personnel Psychology (1969).
- No. 333. "Wage-Price Policies: Some Lessons from Abroad," by Lloyd Ulman. Reprinted from Industrial Relations (1969).
- No. 334. "The California Experiment: Meet and Confer for All Public Employees," by Marion Ross and B. V. H. Schneider. Reprinted from The Right to Meet and Confer--Laws and Policies, edited by Richard L. Salik (1968). CPER Special Issue.
- No. 335. "Structural Unemployment in Canada: Towards a Definition of the Geographic Dimension," by S. F. Kaliski. Reprinted from Canadian Journal of Economics (1968).
- No. 336. "How Management Views its Race Relations Responsibilities," by George Strauss. Reprinted from Employment, Race, and Poverty, edited by Arthur M. Ross and Herbert Hill (1967).
- No. 337. "Organizational Leadership Satisfaction and Productivity: A Comparative Analysis," by Karlene Roberts, Raymond E. Miles, and L. Blankenship. Reprinted from The Academy of Management Journal (1968).
- No. 338. "The Negro in the American Economy," by Arthur M. Ross. Reprinted from Employment, Race, and Poverty (1967).
- No. 339. "Managing Conflict in Industrial Relations: U.S. Experience and Current Issues in Britain," by Joseph W. Garbarino. Reprinted from British Journal of Industrial Relations (1969).
- No. 340. "Wage Changes, Institutions, and Relative Factor Prices in Manufacturing," by Sara Behman. Reprinted from The Review of Economics and Statistics (1969).
- No. 341. "Workers Participation: A Critical View," by George Strauss and Eliezer Rosenstein. Reprinted from Industrial Relations (1970).

- No. 342. "Intelligence in Industry: The Uses and Abuses of Experts," by Harold L. Wilensky. Reprinted from The Annals of the American Academy of Political and Social Science (1970).
- No. 343. "Managing University Research: Personnel and Organizational Policies," by Joseph W. Garbarino. Reprinted from California Management Review (1970).
- No. 344. "Work Values and Job Satisfaction," by Milton R. Blood. Reprinted from Journal of Applied Psychology (1969).
- No. 345. "Experts Abroad: Problems of the Application of Social Science to Foreign Aid," by Harold L. Wilensky. Reprinted from Agents of Change: Professionals in Developing Countries, edited by W. Ilchman and G. Benveniste (1969).
- No. 346. "Organizational Behavior and Personnel Relations," by George Strauss. Reprinted from A Review of Industrial Relations Research (1970).
- No. 347. "Sociology and the Distrust of Reason," by Reinhard Bendix. Reprinted from American Sociological Review (1970).
- No. 348. "British and American Labor Market Trends: A Case of Convergence?" by Joseph W. Garbarino. Reprinted from Scottish Journal of Political Economy (1970).
- No. 349. "On Looking at an Elephant: An Evaluation of Cross-Cultural Research Related to Organizations," by Karlene H. Roberts. Reprinted from Psychological Bulletin (1970).
- No. 350. "Aging and Income Security in the U.S.: 35 Years After the Social Security Act," by Margaret S. Gordon. Reprinted from The Gerontologist (1970).
- No. 351. "Wage Rates and Housing Prices," by Sara Behman and Donald Codella. Reprinted from Industrial Relations (1971).
- No. 352. "An Analysis of Quantity and Quality of Participation as Mediating Variables in the Participative Decision Making Process," by Raymond E. Miles and J. B. Ritchie. Reprinted from Personnel Psychology (1970).
- No. 353. "Unionization of Municipal Employees: The California Experience," by David Bowen, Peter Feuille, and George Strauss. Reprinted from Proceedings of the Academy of Political Science (1970). CPER Special Issue.
- No. 354. "A Factor Analytic Study of Job Satisfaction Items Designed to Measure Maslow Need Categories," by Raymond E. Miles, Karlene H. Roberts, and Gordon A. Walter. Reprinted from Personnel Psychology (1971).

- No. 355. "Minorities and Apprenticeship," by George Strauss. Reprinted from Business and the Cities, edited by Neil W. Chamberlain (1970).
- No. 356. "Problems with the Use of 'Moderator' Variables," by Sheldon Zedeck. Reprinted from Psychological Bulletin (1971).
- No. 357. "Union Policies toward the Admission of Apprentices," by George Strauss. Reprinted from Issues in Labor Policy: Papers in Honor of Douglass Vincent Brown, edited by Stanley M. Jacks (1971).

THE JOURNAL

Industrial Relations, the Institute's journal, is now in its tenth year. It continues to publish articles from a wide variety of disciplines and from institutions all over the world. Its Editorial Board is primarily from Berkeley, but there is representation from the UCLA and Irvine campuses, and from Cal Poly at San Luis Obispo.

Both the number and quality of the articles submitted have been increasing at a steady rate, thus putting a growing burden on our reviewing editors. During the year ending August 31, 1971, over one hundred articles were received, of which twenty-five were published. Since a number of the published articles were specifically invited, our rejection rate of unpublished articles continues to run well over 80 per cent.

Most issues of the journal include symposia on topics of industrial relations interest. Among the topics covered in recent issues have been "Workers' Participation in Management: An International Comparison" and "Equal Employment Opportunity: Comparative Community Experience." In addition, a number of short collections of articles have appeared on "Work, Performance, and Satisfaction," "Wages and Prices in Construction," and "Discrimination in Employment." A symposium on the building trades is tentatively scheduled for early 1972.

Our subscriptions in recent years have averaged about 2,400. The quality of articles on international topics has caused a steady increase in our foreign circulation.

As noted in our last report, one possible measure of our impact is the number of requests made for permission to reprint our articles in anthologies, etc. These requests now average over 40 annually. We were among the earliest of the social science journals to make a charge for such permissions, although recently this practice has been generally adopted by journals in psychology and economics. In one respect our practice is unique, in that we share half our permissions fees with our authors.

Margaret S. Gordon was the first Managing Editor of Industrial Relations. George Strauss served in this capacity from 1964 until 1970, while Raymond E. Miles, who served as Associate Managing Editor from May 1968 until 1970, is the current Managing Editor. George Strauss has returned from leave and has rejoined the staff as Associate Managing Editor. Barbar Porter is Associate Editor, and Hazel Grove is Circulation Manager. Charles Snow, David J. Bowen, and Peter Feuille are editorial assistants.

SUPPORT AND TRAINING OF GRADUATE STUDENTS

The Institute continues to provide financial support and research training to graduate students in different departments. However, under a recent change in policy, applications are no longer taken from entering graduate students. Institute faculty now choose their own research assistants from among students in their departments, who are then employed by the Institute. This policy has been adopted for two reasons: (a) the general cutback in student aid has meant that more of the currently enrolled graduate students are in need of financial support, and (b) the match between student and faculty member is far more beneficial to both than when faculty members picked their research assistants from a pool of new students who had been appointed by the Institute.

Currently, there are 17 graduate research assistants associated with the Institute. They are doing graduate study in the following departments: Business Administration, 6; Economics, 4; Law, 2; Psychology, 3; Sociology, 2.

Fourteen of these research assistants are assigned to members of the faculty on individual research projects (although two are also assisting with editorial work on Industrial Relations); two are assigned to the Center for Labor Research and Education under Don Vial's supervision; and one is working on the Institute's California Public Employee Relations project, directed by Dr. Betty Schneider.

In addition to the research assistants, six students are currently working on their doctoral dissertations under grants from the Manpower Administration of the U. S. Department of Labor, which the Institute sponsored and is administering. Another three students completed their dissertations under similar grants in September 1971.

This year, the Institute is able to provide office space and other services to six additional doctoral dissertation students who have no financial connection with the Institute but who are writing their theses in the field of industrial relations. This has proved beneficial, since it brings students from all the industrial relations disciplines together under one roof--something which would not be possible if they had desk space only in their own academic departments.

Since students whose academic interests are closely related to those of the faculty staff typically spend much of their time on the premises of the Institute, friendships are formed which tend to persist after they have left the Institute and the University. Since we enjoy following the progress of our former associates, and since some of them

have addressed inquiries to us concerning the whereabouts of others, it has been suggested that we systematize such information as we receive. Accordingly, a modest start is made in this Report.

The following is a list of graduate students who are now or have been connected with the Institute during the past two years.

<u>Name</u>	<u>Department</u>	<u>Address (if away from U.C.)</u>
Philip K. Armour	Sociology	
Victoria J.A. Bain	Psychology	
Nicholas Barr	Economics	London School of Economics London, England
David M. Beatty	Law	
Alexander Bergmann	Business Admin.	
Robert K. Boggs	Sociology	
Walter C. Borman	Psychology	
Michael J. Boskin	Economics	Stanford University Stanford, California
David J. Bowen	Business Admin.	
Michele Bruni	Economics	
Geoffrey O. Carliner	Economics	University of Wisconsin Madison, Wisconsin
Bonnie G. Cebulski	Law	
Joseph M. Cigliano	Economics	
Erwin A.J. Dreessen	Economics	
Stephen R. Engleman	Economics	University of Glasgow Glasgow, Scotland
Paul Farnham	Economics	
Peter Feuille	Business Admin.	
Alan A. Fisher	Economics	
Robert H. Frank	Economics	
Carl A. Futia	Economics	
Robert L. Geske	Business Admin.	
Paolo Giglioli	Sociology	
Richard P. Gleitsmann	Business Admin.	
Franklin B. Gowdy	Law	
Betty C. Heian	Economics	
Wallace Hendricks	Economics	
Allan Hunt	Economics	
Michael D. Hurd	Economics	Stanford University Stanford, California
Bruce C. Johnson	Sociology	University of California San Diego, California
Douglas Johnson	Psychology	
Roger Lamm	Business Admin.	San Diego State College San Diego, California
Ernie Lightman	Economics	
Reynold B. Madoo	Economics	

<u>Name</u>	<u>Department</u>	<u>Address (if away from U.C.)</u>
Daniel G. McIntosh	Law	
Gail H. Niederhoffer	Sociology	
Timothy A. Oleno	Psychology	
Jeffrey Prager	Sociology	
Raymond T. Pronk	Business Admin.	
Patricia A. Renwick	Psychology	
Bernard Robinson	Law	Volkshogeschool Overcinge Havelte, Drente, The Netherlands
Dennis M. Roth	Economics	
Jeffrey M. Schevitz	Sociology	Washington University St. Louis, Missouri
Laurence S. Seidman	Economics	
Charles C. Snow	Business Admin.	
James A. Tyler	Business Admin.	
Bruce Vermeulen	Economics	
Gordon A. Walter	Business Admin.	University of British Columbia Vancouver, B.C., Canada
David T. Wellman	Sociology	University of Oregon Eugene, Oregon
Norma Wikler	Sociology	University of California Santa Cruz, California
Louise B. Wolitz	Economics	Fordham University New York, New York

THE LIBRARY

The Institute Library continues to develop its collection to provide support for the work of the staff of the Institute and its Center for Labor Research and Education. The Library regularly acquires new materials in the core subject areas of industrial relations and labor economics, the labor movement, labor legislation, personnel administration, organizational behavior, industrial psychology and sociology, social insurance, and related topics. In specific subject areas the acquisition policy remains flexible, responding to changing emphases in the Institute's research and community service activities and reflecting new directions of local and national policies and programs. For example, we have begun to enlarge our holdings relating to public service employment programs and occupational health and safety problems in relation to the recent federal legislation. The Library has for many years collected materials on discrimination in employment and affirmative action programs for ethnic minorities, but recently greater emphasis has been given to acquiring publications relating to the status of women in the labor force. Collection is continuing on the topics listed in the last Report as new areas of concentration: public employee labor relations; disadvantaged workers, retraining, employment problems in ghetto areas, and similar aspects of manpower utilization; economic aspects of education; poverty, negative income tax and related income maintenance proposals, including the President's Family Assistance Plan; usefulness of wage-price guideposts and controls in combating inflation, etc.

Net growth of the collection is never large due to its selective nature and the fact that some material is discarded each year. During the two year period, July 1969 - June 1971, 1131 volumes were added and 263 were withdrawn; 3126 pamphlets were added and 163 withdrawn. There was a net gain of 18 serial titles. As of June 30, 1971, the active Library collection totaled 9,574 volumes, plus 147 file drawers of pamphlet materials arranged by subject. There are 970 serial titles received currently. This serial count includes periodical titles; document serials; labor union and employer papers; numbered bulletin, reprint, and research series; annual reports, etc.

The Library depends heavily upon gifts and exchanges for new acquisitions since the appropriation for purchases has always been very small. Of the 387 volumes cataloged for the book collection during the two-year period, 167 volumes were received as gifts or exchanges, and 11 volumes were purchased from our two memorial funds. This represents 46% of the volumes added to the book collection. Only 209 of the books, or 54%, were purchased from our University appropriation. Only 89 of the 970 current serial titles are purchased. Many valuable research studies are received from other industrial relations institutes under a reciprocal exchange of publications. Most pamphlets and most federal and state documents are secured on a complimentary basis.

Two memorial funds to be used for the purchase of library materials were the most noteworthy gifts received during the period of this Report. The Henry P. Melnikow Memorial Fund of \$1,440 was received in the Spring of 1970. During the Spring of 1970 and the fiscal year 1970-71, contributions of \$483 were received for the Arthur M. Ross Book Fund, which was established in memory of the former Director of the Institute. Since our current University appropriations are inadequate to cover the purchase of needed library materials, these memorial funds, which will be expended gradually over the next five or six years, will make it possible to purchase many significant books which could not be acquired otherwise. Mrs. Arthur M. Ross sent a carton of materials from the library of the late Professor Ross to be added to the Arthur M. Ross Book Collection. Professor Clark Kerr was a generous individual donor, contributing several cartons of books and other published materials.

Although service to members of the Institute staff remains the primary function of the Library, loan and reference services are provided to other members of the University community (faculty, students, and administrative personnel) as well as to off-campus users such as representatives of labor and management, consultants, government officials, personnel from other colleges and universities, etc. The Library makes a contribution to the general academic community by providing informed reference service and a source of additional copies of books and journals heavily used in other campus libraries, as well as a collection of specialized materials and pamphlets not available elsewhere on campus. Both graduate and undergraduate students find the resources of the Library and the assistance of the Library staff particularly valuable in the preparation of theses, and seminar and honors papers.

The librarian, Miss Gwendolyn Lloyd, gave special library orientation talks and tours to the 1970 and 1971 classes in the Minority Union Leadership Training Program, and the Library staff provided specialized reference assistance to the students in the program.

CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROJECT

An entirely new program to meet an urgent need for information and education in the public sector was introduced in January 1969. The California Public Employee Relations project is a response to a rapidly increasing volume of requests from both management and labor for assistance which is unobtainable from other sources. Using a combined research-publication-education approach, the project attempts to meet the pressing requirements of the complex and highly dynamic field of public employee-employer relations.

Rapid and aggressive organization of public employees is a recent development in California, as it is in the rest of the nation. Total membership in California public employee organizations has risen to approximately 600,000 in the last few years, and there has been a sharp shift of membership from independent to AFL-CIO organizations. Since 1961, new laws have been passed in California to govern employee relations at the state, municipal, and school district levels. The strenuous efforts of employee organizations to enlarge bargaining rights, the lack of uniform statewide legislation regulating employee relations, the political nature of public agencies, the inexperience of public management with bilateral determination of employment conditions, and the general budget crisis have combined to cause considerable upheaval and to stimulate a wide range of experimentation with employee relations systems in state and local government.

The general objective of the CPER program, under the direction of Dr. Betty Schneider, is to assist practitioners at all levels of California government to sharpen their focus on issues and alternative solutions. This goal has been pursued in three ways: (1) research and dissemination of information, (2) acquisition and storage of information, and (3) education programs.

1. Research and dissemination of information

This activity is central to the entire project. The immediacy of the problems facing public employment practitioners made it clear that first priority should be given to rapid and widespread circulation of as much pertinent educational material as possible. In addition, it was necessary to create a totally new range of materials for use in the Institute's community education programs. For these reasons it was decided to publish the periodical, California Public Employee Relations. Each issue (approximately one every three months) presently contains four sections:

(A) A short article or research paper selected primarily for its immediate relevance. These lead articles explore well-defined issues and problems in sufficient depth to confront decision-makers not only with choices of action but also with the implications of alternatives for future employment

relationships, institutional and organizational structures, and the character of civil service systems. (Past contributions have been written by practitioners in the field as well as Institute staff members. See list of article titles below.)

(B) A news section which reports in depth on significant recent developments in California public jurisdictions.

(C) Communications from practitioners, who respond to issues raised in CPER or who wish to express their views on particular aspects of the employment relations scene.

(D) Reprints of important employee relations ordinances, joint agreements, and court decisions.

Owing to budget constraints, the CPER project has had to proceed with limited paid staff, but has been fortunate in attracting substantial voluntary assistance from outside the Institute. Several hundred public agencies and employee organizations send their publications, news releases, legal briefs, bilateral agreements, and new ordinances on a regular basis. Attorneys operating in the public sector have been particularly cooperative in reporting on current litigation. Two academic experts in public sector problems from nearby institutions have contributed their services as consultants, researchers, and writers--Marion Ross, Professor of Economics, Mills College, and Paul Staudohar, Assistant Professor of Business and Economics, California State College, Hayward. In addition, an arrangement for a continuing exchange of information has been made with the Division of Public Employee Labor Relations of the U. S. Department of Labor.

Solicitation of information, organization and analysis of data, and presentation of materials for use in CPER and in Institute programs are carried on by: Dr. Schneider; a full-time assistant editor, Max deGialluly; a half-time librarian, Clara Stern; and two graduate research assistants, David Bowen (education) and Bonnie Cebulski (legal analysis). Hazel Grove has taken on the job of Circulation Manager, in addition to her duties with the journal, Industrial Relations.

The response to CPER has been most gratifying. The first issue, which analyzed the Meyers-Milias-Brown Act of 1968, had to be reprinted in order to meet the demand. CPER was placed on a subscription basis in May 1970. Although there are only 58 counties and approximately 400 cities in California, total paid subscriptions has risen to 1,400. Present subscription renewals indicate that this circulation figure will be maintained. In addition to individual subscriptions, substantial numbers of each issue are sold in bulk to public agencies and employee organizations who operate their own training programs. The relevance of material in CPER is also reflected in the frequency of requests to reprint articles for educational use. For example, duplication rights were sold in the last half of 1971 to the U. S. Civil Service Commission, the Labor-Management Relations Service of the National League of Cities and Conference of Mayors, UCLA, and UC's Continuing Education of the Bar.

Breakdown of Subscribers

	<u>percentage</u>
California public employers--city, county, school, special district, state, university (incl. libraries)	51
California public employee organizations	25
Federal offices	4
Law firms	5
Out-of-state and foreign	8
Individual and other	<u>7</u> 100

Main Articles in CPER Reports 1 - 11

- "An Analysis of the Meyers-Miliias-Brown Act of 1968," CPER No. 1 (February 1969).
- "Good Faith in Collective Bargaining: Private Sector Experience With Some Emerging Public Sector Problems," CPER No. 2 (August 1969).
- "Unit Determination: Experiments in California Local Government," CPER No. 3 (November 1969).
- "Management's Response to Public Employee Organizations," CPER No. 4 (January 1970).
- "Employment, Employee Organization, and Strike Trends in California Public Service," and "Establishing Representation Rights: The Berkeley Experience," CPER No. 5 (May 1970).
- "Negotiated Grievance Procedures in California Public Employment: Controversy and Confusion," CPER No. 6 (August 1970).
- "Strikes and the Rights of Public Employees in California," CPER No. 7 (November 1970).
- "The Problems in Representation of Supervisors," and "Implementation of the Meyers-Miliias-Brown Act by California's Counties and Larger Cities," CPER No. 8 (March 1971).

"Executive Order on State Employee Relations," and "Prevailing Rates in California: A Symposium," CPER No. 9 (June 1971).

"Developing the Los Angeles City Ordinance," and "A Special Report on Sacramento County," CPER No. 10 (August 1971).

"Teacher Negotiations in a Changing Environment," CPER No. 11 (November 1971).

Institute Reprints Issued in the CPER Series

"The California Experiment: Meet and Confer for All Public Employees," CPER Special Issue, Institute Reprint 334 (June 1969).

"Unionization of Municipal Employees: The California Experience," CPER Special Issue, Institute Reprint 353 (June 1971).

2. Acquisition and storage of information

The decision to initiate a comprehensive education-research-publication project in the field of California public employment necessitated a commitment to a vigorous and innovative program of information acquisition. Owing to the efforts of CPER Librarian Clara Stern, the Institute now houses the only large-scale, current collection of materials on public sector employee relations in the state. This achievement over a two-year period was made possible by first-priority emphasis on solicitation and by the cooperation of practitioners in the field.

The CPER collection contains such items as state laws and local agency ordinances, resolutions, and policies governing labor relations; legal opinions interpreting the laws and policies; court decisions and legal briefs; decisions of neutral employee relations agencies, arbitrators, and fact-finders; memoranda-of-understanding; contracts, and other forms of agreement reached by the parties; grievance procedures; labor relations proposals and recommendations of major organizations; studies and commentaries on the operation of employee relations systems; statistical studies by the state and other agencies; proceedings of conferences; recommendations of consultants; relevant bills of the Legislature; newspaper clippings; the periodicals of public agencies and employee organizations.

The information collected is made available on a priority basis to those doing research for CPER and coordinating education programs, but it is also available to practitioners, faculty members, their research assistants, and students.

3. Education programs

Both the above components of the public employment project--the CPER publication and information collection--are crucial to the educational programs presented through the community services branch of the Institute: the Management Program and the Center for Labor Research and Education. CPER data, analyses, and news reports form a foundation upon which thoroughly practical instruction can be based.

Persons involved in CPER research also augment the teaching resources available for seminars, conferences, short-term courses, workshops, etc., presented in cooperation with public employee organizations, management groups, and others engaged in the development and administration of public employee relations.

In response to rapidly increasing demand, the proportion of community services courses given in the public sector has increased substantially since 1968. Detailed lists of these programs for management and employee organizations are included elsewhere in this Report.

Nationally known experts in the public sector have shown an interest in the progress of the CPER program. When on the West Coast they have occasionally volunteered to meet informally at the Institute with groups of California practitioners. Over the last 12 months such meetings have been arranged with Robert D. Helsby, Chairman of the New York State Public Employment Relations Board; Jerry Wurf, International President of the American Federation of State, County, and Municipal Employees; Sam Zagoria, Director of the Labor-Management Relations Service. In addition, Dr. Helsby made it possible for two members of his staff to participate in the Institute's major joint management-labor conference on public employee relations in January 1971. This conference is described in the General Conferences section of this Report.

Professional Activities of the CPER Project Director

B. V. H. Schneider

Publications

California's 'Meet and Confer' Laws, Public Employee Relations Library #10 (Chicago: Public Personnel Association, 1968), with Marion Ross.

"An Analysis of the Meyers-Milius-Brown Act of 1968," California Public Employee Relations, #1 (Berkeley: Institute of Industrial Relations, 1969).

"Unit Determination: Experiments in California Local Government," CPER, #3 (1969).

"Prevailing Rates in California: A Symposium," Introduction,
CPER, #9 (1971).

"The Effect of Collective Bargaining on Civil Service Prevailing
 Rate Systems," Santa Clara Law Review, in press.

Professional and Public Service

Participated in: Conferences and meetings of Social Workers of
 County Employees Associations, March 1969; Irrigation Dis-
 tricts Association, April 1969; Contra Costa County Social
 Services Department, April 1969; State Department of Social
 Welfare, June 1969; American Federation of Teachers, July
 1969; Merit System School Districts, October 1969; County
 Personnel Administrators Association, January 1970; San
 Francisco League of Women Voters Employee Relations Committee,
 January 1970; County Supervisors Association of California,
 February 1970; California Teachers Association, March 1970;
 California Public Employees Federation Annual Conference,
 October 1970; Alameda County Joint Management-Employee
 Organization Conference on Bargaining, November 1970;
 International Symposium on Public Employment Labor Relations,
 May 1971; Association of Labor Mediation Agencies Annual
 Conference, June 1971.

Member: Industrial Relations Research Association.

COMMUNITY ACTIVITIES

Labor Programs

The Institute, despite budgetary stringency, has maintained a strong commitment to educational programs and related applied research activities conducted in cooperation with labor organizations and community groups having an immediate interest in the world of work. These programs are conducted through the Institute's Center for Labor Research and Education, whose staff includes four Program Coordinators and an Administrative Assistant with secretarial assistance. Faculty support and back-up services provided through the Institute greatly increase the capacity of the Center to serve the labor community. As part of this back-up support, graduate research assistants are assigned from time to time to the Center to work with Program Coordinators on applied research closely related to labor education programs. Other programs and projects of the Institute (noted elsewhere in this report) help to provide both the research base and materials required to maintain high quality standards. Through such program relationships, the Labor Center functions as an integral unit of the Institute.

Forces Shaping the Programs

Historically, the main thrust of labor programs has been to provide leadership training and educational opportunities for trade unionists through a variety of short-term courses, seminars, workshops, conferences and institutes dealing with traditional areas of labor and industrial relations and special subject areas of interest to labor. While this thrust remains central to Labor Center programs, there are at least three clearly identifiable (and largely interrelated) forces which have influenced the "mix" of these programs in the past few years and which are continuing to shape program directions. They are: (a) the deepening fiscal crisis in higher education; (b) the mounting problems of urban life as they affect the practice of industrial relations, the functioning of collective bargaining institutions, and the operation of unions; and (c) the great surge of public employee unionism and concomitant growth of public sector bargaining. The impact of these forces run through programs and developments reported below.

Allocation of Center Resources

Severe reductions in state support funds experienced by the

Institute in recent years has required considerable reallocation of scarce Labor Center resources in both manpower and support funds, despite very strenuous efforts by the Institute to shelter labor programs from cutbacks. In general, it has become increasingly necessary for the Center to favor programs which require no operating support, and to offset the resultant adverse impact on sponsoring labor organizations with the lowest ability to pay by using the teaching capability of the Labor Center's own staff in programs which benefit primarily poorer groups. Thus, in the past two years, there has been a relative increase in the volume of self-supporting one-and two-day seminars and conferences and special workshops, tailored to the needs of sponsoring organizations. All totaled, they have numbered more than fifty, and have involved approximately 4,000 participants. These largely self-supporting programs were supplemented by some thirteen one-week long residential institutes, summer workshops, and seminars (involving about 500 participants and averaging forty each) presented in cooperation with national and international labor organizations or other units of the AFL-CIO, which absorbed the full operating costs.

The primary casualty of the current fiscal crisis has been the Center's original Labor Studies Program, consisting of a series of non-credit courses of eight to ten weeks duration (sixteen to twenty hours) offered through central labor councils in Northern California, with emphasis on reaching outlying areas. These courses, which were inaugurated under guidelines developed jointly by representatives of the University and Labor at the time of the creation of the Labor Center some seven years ago, required heavy subsidies, because of extensive reliance of non-staff instructors and substantial travel expenses. They could not be sustained. Their discontinuance, however, has been partially offset by short-term courses arranged in the Bay Area and taught by members of the Labor Center's staff. Sixteen such courses (of eight to ten weeks duration) were conducted during the reporting period with an average participation rate of twenty-five to thirty students. Most of them were arranged with local labor organizations representing low-income workers and/or organizations in the formative stages of collective bargaining relationships, including public employee groups.

Integration of Labor and Urban Studies

The mounting problems of urban life have added an important dimension to the Center's programs. As a result of a conscious effort to relate educational activities more directly to applied research projects in an action-oriented and problem-solving content, the Center has assumed major responsibilities in working with both labor and community leaders on many of the socio-economic problems confronting working people -- problems which, in turn, reflect the stresses and strains of modern life in an increasingly

complex industrial society. (See last report.) During recent years, this orientation has significantly influenced the content of labor education programs. Traditional programs in collective bargaining, labor law, dispute settlement, etc., have been integrated with the study and development of alternative solutions to pressing urban and rural problems. Thus, the programs, activities, and interests of the Labor Center today extend to many areas of community problem solving which include, for example, the organization and delivery of health care services, job development and training, related housing, transportation and regional planning problems, community economic development, air and water pollution, preservation of the environment, and the like.

In this respect, the Labor Center is actively implementing the mandate of University President Charles Hitch, who has called upon the various teaching and research units of the University to "play an increasingly vigorous role" in the activities of the Extended University, specifically including among these activities "problem-solving in the community." Through its ongoing relationship with labor and community organizations, the Labor Center is evolving new approaches to higher education which bring the University into closer contact with issues and problems confronting working people, particularly those of minority workers seeking leadership positions in the mainstream of American life. In this connection, the most important innovation in the Labor Center has been a Leadership Training Program for Minority Trade Unionists under the direction of Peter Guidry.

Leadership Training for Minority Trade Unionists

In the Spring of 1970, following an intensive development period, the Labor Center inaugurated a Minority Trade Union Leadership Training Program with the financial assistance of the Ford Foundation. Trade unionists selected for the program were provided with scholarship assistance to enable them to undertake six months of full-time study on the Berkeley campus (more than 600 classroom hours, plus field work and individual problem-solving projects) in a specially developed curriculum for labor union leadership. This pioneering program -- the first of its kind to be undertaken by a major university in the United States -- was specifically designed to help minority union members assume more active leadership roles in both their unions and communities. At the same time, one of the program's broader objectives was to help labor organizations in the Bay Area improve their ability to work with minority groups on pressing urban issues and problems which are not only challenging the vitality of labor institutions but are also threatening the survival of the nation as a free and open society.

A curriculum was developed which emphasized the practical skills

required by union leaders in both the traditional areas of industrial relations and the broader community functions in the unions. Specifically, the curriculum included:

- (1) Practical, "tool-type" courses for labor leadership in such subjects as labor history, leadership psychology, collective bargaining, labor law, grievance handling, arbitration, communications, union administration, and economics for trade unionists and community leadership;
- (2) Courses and projects designed to gain better understanding of contemporary socio-economic problems of the forces underlying the tensions and conflicts in society and of the role of organized labor in pursuing solutions to problems in specific areas such as job development and training, housing for low and moderate income families, education, health care and related concerns; and
- (3) Courses and individualized assistance designed to develop communication skills, study techniques, and other skills affecting the individual's ability to function effectively in a capacity of leadership.

More than any other undertaking, the Minority Trade Union Leadership Training Program has not only challenged, but hopefully established the credibility of the Labor Center as a University vehicle for bridging the widening gap between the labor and minority communities in areas of mutual interest and concern. The generosity of the Ford Foundation and the active help and sympathetic understanding of some of its officers have been crucial considerations. From its inception as an experimental effort, this program has been a continuing test of the durability of the Center's links with both communities in the handling of potentially explosive problems related to the security needs of functioning institutions. In this connection, in all matters relating to the development, operation and evaluation of the program, the Labor Center has benefited from a strong Program Advisory Committee composed of representatives of local labor and community organizations and University faculty. Back-up advice and encouragement have also been received from a prominent National Visiting Committee, headed by Professor Clark Kerr. Like members of the Program Advisory Committee, several of the National Visiting Committee's members have been able to maintain direct and continuing contact with the program.

Early success of the program has already been indicated by the progress of students who have completed the six-month program of full-time study. A first group of twenty-three minority trade unionists, selected from more than 200 applicants, completed their studies in September 1970. Of this group, eight graduates are currently working

in full-time union leadership positions as business agents, organizers, staff representatives or special assistants; three additional graduates are working full time in community leadership positions involving continuing contact with labor organizations; and six others have been elected or appointed to part-time union positions. The latter include three members of local union executive boards, a local union president, five delegates to central labor bodies or craft councils, and several shop stewards and committeemen. With few exceptions, the graduates have become significantly more involved in community affairs through their union activities.

A second group of twenty minority trade unionists completed their six months of full-time study on September 30, 1971, and are currently in the six-month follow-up phase of the program. Already, three of these students have become full-time union representatives. Five others have been elected or appointed to part-time union positions, and several others have become active union leaders in their respective communities. There is every reason to believe that the class will be as successful as the first group.

With the extension of the Ford Foundation grant for this second class, provision was also made for an experimental evening program as a less expensive alternative to the provision of compensated leaves of absence for full-time study. In the late Spring of 1971, an evening class of twenty-five minority trade unionists began a nine-month curriculum (180 classroom hours, including some weekend sessions) adapted from the full time course of study. They will complete their studies in January 1972, and like the full time students, will receive an appropriate Certificate in Labor and Urban Studies.

While it is too early to evaluate the effectiveness of the evening program, it has been an outstanding success in terms of student participation and involvement. In this respect, it has contributed significantly toward evolving a sustainable basis for continuing the Center's emphasis on minority union leadership development.

Development of a University-Community College Consortium in Labor and Urban Studies

From the inception of the Minority Program, problems of sustaining it beyond the period of Ford Foundation support have been of major concern to the Labor Center. It has not been possible for the University, in view of its severe financial crisis, to absorb the full costs of instruction; nor, despite their active support and encouragement, have labor organizations been able to provide assistance to students so that they may attend class on a full time basis. Moreover, the students

themselves have raised the issue of accreditation. Given the opportunity to reexamine their personal educational goals, they have forcefully sought credit for their work on a purely optional basis. In short, they have raised accreditation issues which cannot be dismissed lightly, if training to help labor institutions function more effectively is to be related to the personal aspirations of those who are willing to assume leadership responsibilities.

In exploring alternatives to resolving these interrelated problems, the Center came to the conclusion that the most feasible approach to maintaining a strong emphasis on minority leadership training would be to pursue the development of a new and expanded program in Labor and Urban Studies through a University-Community College Consortium relationship. With the encouragement and continued assistance of the Ford Foundation, such a Consortium is in the process of being evolved.

This new program will continue the Center's emphasis on minority leadership development while enhancing its ability to offer the kind of labor studies courses noted above which have been cut back because of budgetary constraints. At the same time, in keeping with concepts of educational reform advanced by President Hitch's Task Force on the Extended University, the Consortium approach moves in the direction of integrating labor programs into a new framework which will give working people greater access to continuing educational opportunities. In this respect, the thrust of the program is to help satisfy both the leadership training needs of organized labor and the personal educational goals of individuals who enroll in labor education programs. The Labor Center will be able to expand training opportunities for labor and community leadership within the context of a purely optional community college (Associate in Arts) degree program. The program's broader purpose, however, is not to achieve academic credentials for labor education courses, but to establish meaningful links between (a) the Labor Center's leadership training programs, and (b) training programs geared to the continuing educational needs of working people, so that these two compatible approaches to education become mutually supportive in an expanded and integrated concept of worker education.

Through the Consortium, the Labor Center will continue to assume primary responsibility for developing and offering courses in Labor and Urban Studies patterned after the curriculum of the Minority Trade Union Leadership Training Program. Courses to be offered will include the following: Development of American Labor Movement and Its Institutions; Racial and Ethnic Identity in American History and Culture; Labor and Minorities -- The Evolution of Current Legal Frameworks Affecting Their Rights; Labor Relations and the Collective Bargaining Process; Economics for Trade Unionists and Community Leaders; Grievance Handling and Arbitration; Responsibilities and Psychology of Leadership; Union Administration and Financing; Income Maintenance Issues and Problems; Contemporary

Urban Issues and Problems; Government, Political Action, and Exercise of Power; and Individualized Study Projects related to the above. Students enrolled in the program will have the option of grouping these courses as a major leading to an Associate of Arts degree in Labor and Urban Studies, to be issued by the cooperating community college. Other enrolled students not interested in the AA degree program will be able to take the courses as adult offerings leading to a special Certificate in Labor and Urban Studies, to be issued by the University-Community College Consortium program upon completion of the curriculum.

The Center's courses in Labor and Urban Studies will be coordinated through program counselors with specially designed courses in reading and language skills, public speaking, mathematics, and accounting concepts and usage to be offered through the cooperating community college. These coordinated courses in skill development will be arranged through the Consortium to help enrolled students improve their personal skills and overcome deficiencies, while simultaneously working toward either the optional Associate in Arts degree or the Certificate in Labor and Urban Studies.

The sequence in scheduling courses will be designed to enable students who can attend classes two nights a week (and on occasional weekends) during three, twelve-week quarters a year, to complete the equivalent of 54 courses over a three year period (forty units in Labor and Urban Studies and fourteen units in coordinated skill development courses). Students will be able to progress at a faster or slower rate depending upon personal circumstances. Program counselors will be available to work out individualized schedules to help students with the selection of other courses which will contribute to the realization of their extended educational goals.

Detailed plans for initiating the Consortium in the Spring Quarter of 1972 are currently being worked out jointly by the Labor Center and Merritt College in the Peralta Junior College District in Alameda County. Other Bay Area community colleges will be brought into the Consortium as soon as feasible, based on the experience with Merritt College. In this connection, it should be noted that the Ford Foundation has indicated a strong interest in supporting the establishment of the Consortium, since it is a direct outgrowth of the Minority Trade Union Leadership Training Program funded by the Foundation. A long-term support proposal has been submitted to the Ford Foundation.

Public Employee Programs

As indicated above, another major force shaping program directions has been the accelerated pace of public sector bargaining developments. In the past few years, these developments have severely challenged the

Labor Center to develop meaningful education programs which meet the varied needs of public employee organizations. The jungle of labor relations laws and administrative rules governing public employee relations, the many difficult problems associated with adapting collective bargaining to the decision-making processes of widely different governmental agencies, and other special considerations of public employment have tended to limit the usefulness of generalized approaches to educational programs in the public sector. In general, the needs of public employee organizations have moved away from broad-gauged inter-jurisdictional courses and conferences to programs geared to specific problems being encountered in the development of collective bargaining relationships. Thus, the amount of staff time required to develop and present public employee programs tailored to the needs of organizations has been increasing significantly.

The ability of the Center's staff to respond to these varied needs in the field of state and local public employee relations has been greatly enhanced by the Institute's California Public Employee Relations (CEPR) Project, as described elsewhere in this report. CPER provides the Center with up-to-date information on current developments throughout California, coupled with timely and highly useful articles concerned specifically with problems being encountered by practitioners in the field.

During the period covered by this report, exclusive of minority leadership training, approximately half the programs presented by the Labor Center have been oriented to the public sector. Although the context of these programs continues to change as bargaining relationships mature, it is anticipated that the demand for public sector programs will continue unabated into the foreseeable future.

Public employee programs conducted this reporting period have included the following:

- Eight short-term courses running eight to ten weeks (16 to 20 hours) arranged individually with sponsoring organizations. These have included two with postal employees, two with federal employees covered by the Federal Executive Order, and the balance with local public employee organizations.
- Seven day-long conferences sponsored on a regional basis by the State Federation of Fire Fighters.
- Six weekend conferences on Labor Relations in the Postal Service under the Postal Reorganization Act, sponsored by regional units of the Letter Carriers, Postal Clerks, and Mailhandlers.
- Ten additional day-long programs and evening sessions sponsored in cooperation with local units of postal unions.

- Six one-day sessions dealing with specific problems related to the implementation of the State Myers-Miliias-Brown Act in Bay Area Counties, sponsored by central labor bodies and/or local organizations.
- Five programs of one to two days duration sponsored by teacher organizations.
- Four miscellaneous workshops dealing with specific problem-solving situations evolving out of a new collective bargaining relationship, sponsored by local public employee organizations.

Week-Long Residential Schools

The Labor Center continues to maintain a close working relationship with national and international unions (both affiliated and independent) and other units of the AFL-CIO which conduct residential summer schools, workshops and institutes in cooperation with the University labor education programs. Although the number of these programs varies from year to year, on the average the Labor Center has been conducting about five to seven a year. The drain on Center resources has been heavy. Fortunately, the thirteen programs actually presented during the current reporting period were spread out over the year so as to allow for a greater utilization of faculty resources available to the Center. Although most programs are still conducted during the summer months, there appears to be a growing interest in programs conducted during the Spring and Fall quarters.

Labor organizations which have used the services of the Labor Center in the past two years include the Communication Workers of America, the International Association of Machinists, the American Federation of Teachers, the American Federation of Government Employees, the AFL-CIO Community Services Department, and the AFL-CIO Labor Studies Institute. Programs with these organizations were jointly planned and presented. In other instances, the Labor Center provided teaching resources for organizations which planned and operated their own programs in close proximity to the University. These organizations included the United Auto Workers, the Rubber Workers, the International Association of Fire Fighters, and the Chemical Workers. In all instances, as noted previously, travel and operating expenses incurred by the Labor Center are covered by the sponsoring organizations.

Several significant developments should be noted in connection with these residential programs. They include the following:

- A growing interest in expanding concepts of "bread and butter" unionism to include bargaining over basic economic policy in the legislative and political arenas.

- A conscious effort to involve more young workers in training programs and in the operation of local unions.
- A willingness to devote increasing amounts of time to major socio-economic and related community problems which are closely related to the operation of labor organizations.
- A readiness to experiment with new teaching techniques which give the trade union participants a greater voice in shaping the curriculum of residential schools.
- An effort to provide greater continuity between residential schools and continuing labor education programs at the local union level.
- The encouragement of local organizations which send participants to residential schools to utilize the services of university labor education programs more effectively.

These developments have been accompanied by a great deal of re-evaluation of overall educational programs conducted by national and international labor organizations. In some instances, the week-long residential format is being dropped in favor of more weekend conferences, and one or two-day conferences and workshops conducted on a regional basis. Where this has occurred, greater reliance has been placed on the Labor Center in planning and developing programs. Increasingly, too, it has been possible to respond to these growing demands for services through the coordination of programs with the UCLA Labor Center. Frequently, a series of area conferences would be planned on a state-wide basis with the respective Labor Centers assuming responsibility for carrying out the programs in their respective areas. Within the past two years, programs with postal unions, carpenters, communications workers, fire fighters and others have been carried out on this basis.

Cooperative Programs with AFL-CIO Labor Studies Institute

An important development in residential programs has been the establishment of a working relationship between the Labor Center and the relatively new AFL-CIO Labor Studies Center in Washington, D. C. During its three years of existence, this new labor education center has organized a broad range of staff development programs, special institutes and workshops geared to the needs of specific groups in the AFL-CIO, and a new certificate program in labor studies. Most of these programs are offered only in Washington, D. C., but in several instances the AFL-CIO Labor

Studies Center is attempting to reach more trade unionists by offering programs in outlying areas through cooperative arrangements with universities. The Labor Center in Berkeley is one of the few university programs through which this outreach effort is being conducted on an experimental basis at the present time.

During the past year, three week-long institutes have been conducted on the Berkeley campus in cooperation with the AFL-CIO Labor Studies Center. An Arbitration Institute in the Spring was followed by two additional institutes in the Fall: one on Labor Law and the other on the New Federal Occupational Safety and Health Act. Another Arbitration Institute is planned for the Spring of 1972.

Thus far, the Labor Center has been able to use the Earl Warren Legal Center for classroom space, with living accommodations being arranged with the nearby Durant Hotel. With few exceptions, the participating trade unionists have given high ratings to these programs. The AFL-CIO Labor Studies Center itself is not only interested in continuing with this arrangement but is seeking to involve the Berkeley Labor Center in more of its programs. In large part, the success realized thus far can be attributed to the high quality of faculty and community resources available to the programs.

It should be noted also that in December of 1970, staff members of the Berkeley Labor Center contributed their time to conduct a three-day school for the United Farmworkers Organizing Committee through the AFL-CIO Labor Studies Center. This program marked the first time that the basic staff of the Farmworkers was brought together in an educational program, which dealt heavily with the ongoing responsibilities assumed by the union under its collective bargaining contracts. Particular emphasis was placed on grievance handling, the operation of hiring halls and referral systems, union administration, and administration of the Farmworker's health plan. In preparation for the school, considerable applied research was conducted by the Labor Center to bring to the Farmworkers relevant experiences in other labor-management relationships. More than fifty-five Farmworker staff representatives participated in sessions which ran from eight o'clock in the morning until ten and eleven at night during the entire three-day program.

Stewards' Training

Union stewards are among the largest group of trade unionists who participate regularly in the programs offered by the Labor Center. In this sense, stewards' training cuts across many of the programs discussed elsewhere in this report. Stewards' training as such, however, usually

usually refers to programs which are specifically designed to help union stewards carry out their many responsibilities at the workshop level, particularly in connection with contract enforcement and the handling of grievances.

The continuing demand for this type of training far exceeds the capacity of the Labor Center to respond and at the same time maintain high standards of instruction. This is due not only to the shortage of staff resources, but also to the extended preparation required to develop effective training programs geared to specific bargaining relationships and to the needs of particular groups. Thus, the Labor Center has been careful to avoid undertaking stewards' training responsibilities which should be assumed by the unions themselves. In order to effectively utilize the Labor Center's limited resources, stewards' training programs have been restricted to the following priority areas:

- Programs for new bargaining units which have negotiated their first contract and are in the process of establishing a stewards' system.
- Programs of a clinical nature for established bargaining units where the steward system is not functioning effectively.
- Programs designed primarily to educate stewards regarding the broader functions of the labor movement, and in particular, the relationship of collective bargaining to the community goals of labor.

Advanced Leadership Programs

One of the important attributes of the Labor Center is its capacity to arrange programs for the higher echelons of labor and community leadership, in addition to serving leadership development needs at the lower and intermediate levels. The latter make up the bulk of labor education programs, but the former are critical in terms of helping key leaders in the Bay Area and the state maintain a broad public perspective in their approach to important matters of public policy. The subject of advanced leadership programs include a wide range of economic policy issues and allied problems which are closely related to the bilateral, decision-making processes of collective bargaining.

A particularly useful vehicle for advanced leadership activities has been a dinner seminar which brings labor, faculty, and community leaders together to discuss specific issues or developments identified in advance. In recent months, for example, such seminar sessions

discussed the changing policy approaches adopted by the Nixon Administration in grappling with the related problems of inflation and unemployment. Access to Berkeley faculty and to visiting authorities is seldom a problem in obtaining discussion leaders for this type of advanced leadership seminar.

The Administration's New Economic Policy has provided a fertile field for advanced leadership activities. The imposition of wage and price restraint at a time when the economy is returning to relative peace-time conditions has raised many questions concerning the future of collective bargaining as it is practiced in the United States. Beyond the troublesome issues revolving around wage restraint itself, the purposes of incomes policy are literally "foreign" to many labor leaders, and therefore, not well understood by many of them. More importantly, serious problems are posed for labor in adjusting a basically decentralized structure of bargaining to the requirements of highly centralized national bargaining over economic policy under conditions of wage and price restraint. The history of labor's effectiveness, for example, in "bargaining" with the Congress and Executive Branch of Government over fiscal policy has been less than satisfactory from a labor point of view. Yet, the tolerance of labor for any form of incomes policy is very much related to this new and "foreign" concept of bargaining in the United States.

Under these circumstances, it is not surprising that labor leaders in the Bay Area are showing a strong interest in gaining a better understanding of what the Administration's New Economic Policy is all about, over and above the administration of wage and price controls. Since the Administration's announcement of this new policy back in August, the Labor Center staff has participated in more than a dozen labor meetings and conferences concerned not only with the details of both Phase I and Phase II, but equally with the far reaching implications of the Administration's approach to incomes policy. While some of these sessions have been arranged on a formal basis (e.g., a special day-long meeting called by the Alameda County Central Labor Council for leaders of local organizations), most of them have involved Labor Center consultations with small groups of Bay Area labor leaders who look to the Center's staff for assistance in gaining insight into major economic policy matters affecting the operations of unions. In connection with the latter, one of the important services provided by the Labor Center is the dissemination of current and relevant materials to labor leaders who lack the research assistance to help keep themselves well informed in areas of major policy consideration.

In the months ahead it is anticipated that activities related to the implementation of Phase II of the Administration's New Economic Policy will increase significantly. The overwhelming response of the industrial relations community to the Institute's recent conference on

"Phase I to Phase II; The New Economic Policy in Transition" (discussed elsewhere in the Institute's report) strongly supports this conclusion.

Other Activities

The Labor Center's problem-solving approach to labor education (see last report) provides the framework for many other activities. Lacking the research resources and staff capacity at the regional and local levels to deal effectively with community-based issues concerning socio-economic policy, many labor leaders in the area continue to rely heavily on the Center's staff for consultative and applied research assistance. In such instances, the essential role of the Labor Center is to develop better understanding of the issues and problems involved, to mobilize available University and community resources, and to explore alternatives to community action. Individual leaders and groups interested in developing action programs are assisted in forming working relationships on an informal or formal basis which enables the Center to coordinate its applied research and educational activities with action programs without becoming involved in adversary situations.

Activities along these lines with labor and community groups take up a minimum of 1/3 of the Center's staff time. Some examples during the past two years follow.

In the field of health care, the Labor Center has maintained a close working relationship with the California Council for Health Plan Alternatives -- an interunion group originally formed with the assistance of the Center to help organized labor achieve greater cost-effectiveness in the expenditure of vast sums (approaching \$1 billion a year in California) negotiated for the purchase of health services for union members and their families. Major attention has been given in recent months to helping CCHPA bring the weight of California's experience with negotiated health care plans to bear on the current national debate over pending health care legislation in the Congress. In addition to working with both CCHPA and the California Labor Federation, AFL-CIO, in developing and presenting major conferences on national health care issues (attended by over 700 participants), the Labor Center has conducted applied research in several areas dealing with Labor's ability to effect reforms in negotiated programs which will contribute to the development of a better health care delivery system. Such research has been concerned with the way trust funds handle negotiated health care dollars; with the development of techniques available to trustees to control costs and improve the quality of health care both for members and in the community; and with the application and refinement of a health plan grading system which was developed earlier for CCHPA through the joint efforts of the UCLA School of Public Health and the Berkeley Labor Center. Much

of this activity has been geared to the development of standards which will protect the consumer in the current national effort to develop new ways of organizing and providing health services, including the development of so-called health maintenance organizations. In this connection, also, considerable time and effort has gone into helping CCHPA develop more effective relationships between labor and low-income consumers in the health care field. Limited funds obtained through CCHPA from the Alliance for Labor Action and the California Hospital Association are currently being administered by the Labor Center in an effort to assist low-income health consumers -- primarily minority groups -- to organize and educate themselves for effective representation in the processes of community decision-making affecting access to improved health care services. The focus of this activity is currently in the health planning field, where the Labor Center -- through its intensive involvement with negotiated health care programs -- has become heavily involved in comprehensive health planning at the regional and local level under Public Law 749.

In other areas of consumer activity, the Labor Center has continued to concentrate its efforts in helping organized labor establish durable and effective relationships with other consumer groups in seeking to advance the interests of wage earners as consumers. The primary vehicle for these activities is the Association of California Consumers, which the Institute of Industrial Relations helped to establish more than ten years ago. Through its on-going relationships with the Association, the Labor Center has worked closely with the California Labor Federation, AFL-CIO, and other labor organizations to promote better understanding of consumer issues which too frequently separate the interests of trade unionists and other consumer groups, as for example, in the areas of growing environmental concerns. Most recently -- at joint three-day meetings of the Association of California Consumers and Consumers Union of the United States held in San Francisco October 8-10, 1971 -- the Labor Center played a dominant role in bringing together prominent consumer leaders at the national level and activists in the California Consumer movement to discuss in depth the forces shaping the new consumerism of the 70's. As a result of action taken at these meetings, the ACC is currently assuming a leading role in cooperation with the California Consumer-Farmer Information Committee to establish a new and broader coalition of consumer forces in California.

In the general field of manpower development and related unemployment problems, the Labor Center has been giving attention to the problems of both the central city and rural poverty.

A continuing seminar on manpower policy has been meeting on the Berkeley campus monthly for over a year, and is still going strong. Participants in this seminar come from governmental agencies, community groups, and organizations having a direct interest in the planning and

implementation of manpower programs. The focus has been on the relationship of manpower programs and policies to general economic policy, and on the effectiveness of specific program approaches to manpower development and training. Program evaluation reports are used extensively for the seminar sessions, the objective being to both share experiences and help evolve more effective programs. Under current Administration policies, efforts to place more responsibility at the state and local level for the development and administration of manpower programs has greatly increased the importance of this continuing seminar. Much of the seminar's success can be attributed to the applied research interests of Professor Curtis Aller of San Francisco State College, who has assumed the major responsibility for conducting the seminar with the cooperation of Benjamin Hargrave, Deputy Director of the State Human Resources Development Department in the Northern Region, and with the staff of the Labor Center. During its year of operation, the seminar has demonstrated the vast potential for using applied research effectively in the field of manpower training.

The rising levels of unemployment experienced during most of the period covered by this report have aggravated many of the tensions existing between minority groups and labor organizations over job opportunities in shrinking labor markets. During the early Summer of 1971, in response to these rising tensions, both the Labor Center and the Institute's Management Program cooperated with the Human Rights Commission of San Francisco to organize a conference on unemployment whose focus was on declining job opportunities in the central city.

Perhaps the most significant aspect of the conference was the manner in which it was put together. Well in advance of the conference date, working subcommittees composed of representatives of governmental agencies, community action groups, business, and labor were organized to develop background research papers analyzing the problem of unemployment and its causes as a basis for drawing conclusions and developing action programs. The responsibility for coordinating this applied research was assumed in large part by the Labor Center.

The value of this approach to problem-solving was demonstrated in a decision by the conference participants to establish a continuing committee which would function through the Human Rights Commission in pursuit of solutions advanced by the conference. Within the limits of staff time available, the Labor Center has welcomed the opportunity to continue a working relationship with this committee as a vehicle for bringing labor and community groups together in the search for solutions to common problems.

In the same vein, rural poverty problems have received a great

deal of attention by the Center staff. The focus has been on: (a) increasing job opportunities of farmworkers for year round employment, and (b) creating opportunities for farmworkers (primarily Mexican-American) to participate more effectively in the economic development of rural areas.

Extensive applied research in connection with the former has been conducted by the Labor Center in cooperation with a state-wide Committee for Economic Justice for the Agricultural Community (EJAC) -- an ad hoc Advisory Committee of the California Church Council composed of spokesmen from labor, growers, the clergy and other community interests. One of the most important conclusions of this research was that the continuing conflict between farmworkers and growers is in large measure the result of a failure on the part of the wider community to come to grips with basic economic, planning, and conservation problems in the agriculture areas of the state, and a failure to comprehend the relationship of these problems to our contemporary urban crisis issues. In this context, many practical suggestions for increasing year round job opportunities of farmworkers were advanced as part of a "Farm Labor and Rural Economic Action Program in California." The research report has been given wide distribution throughout the state, and has become the basis for planning several action programs in rural areas.

In another approach to the problems of the rural poor, the Labor Center has been instrumental in creating a non-profit economic development corporation, known as the West Side Planning Group, Inc., in the "west side" of the San Joaquin Valley. The target area is a vast area of giant land holdings presently undergoing significant social change and economic development as a result of massive public investments in water development and in construction of a new major freeway linking San Francisco and Los Angeles. The West Side Planning Group is funded as a special impact program by the Federal Office of Economic Opportunity. Its primary purpose is to open up new economic opportunities for low-income persons to participate in the area's future growth and development. The Labor Center prepared the original proposal for a one-year planning grant and has since worked closely with the program's director and low-income residents on the development of a viable, community-controlled organization with a detailed set of plans to advance economic opportunities for the poor in the development of the area. The West Side Planning Group has its main office in Fresno and employs a substantial staff of planners, economic development specialists, and community workers. Paul Zucker is its Executive Director. It is currently operating under a second grant from the OEO and in line to receive venture funds approaching a million dollars in the early part of 1972.

While the above are examples, they serve to indicate how University resources are being utilized through the Labor Center in a broad range of activities to help working people improve their conditions of life and labor.

Professional and Public Service Activities of Labor Center Staff Members

Norman E. Amundson

Chairman, Alameda County Manpower Development and Training
Act Advisory Council
Member, Advisory Committee, East Bay Skills Center
Member, Board of Directors, Printing Specialties Union
Retirement Center
Member, Compliance Committee, Oakland Council of Churches
Satellite Homes Project
Member, Advisory Committee, East Bay Urban League OJT Project
Member, Industrial Relations Research Association, Bay Area
Chapter

Peter Guidry

Member, Industrial Relations Research Association,
Bay Area Chapter
Member, NAACP, Tri-City Democratic Club
Member, Local 304, International Brotherhood of Teamsters
Member, National Community Disputes Settlement Panel
Member, A. Philip Randolph Institute, Bay Area Chapter

Bruce Poyer

Member, Industrial Relations Research Association
Bay Area Chapter
Member, Task Force on Organization of Personal Health
Services, Bay Area Comprehensive Health Planning Council
Member, Local 1474, American Federation of Teachers, AFL-CIO
Member, Technical Advisory Committee, California Council
for Health Plan Alternatives

Donald Vial

Member, Industrial Relations Research Association, and
Immediate Past-President of Bay Area Chapter
Member, and Western Area Representative, University Labor
Education Association
Member, Workers Education Local 189, and Berkeley University
Local 1474 of American Federation of Teachers, AFL-CIO
Member, Board of Directors, Bay Area Comprehensive Health
Planning Council; Vice Chairman, Committee on Development
of Bay Area Regional Comprehensive Health Plan
President, Association of California Consumers

Chairman, Board of Directors, West Side Planning Group,
Inc.
Co-Chairman, Advisory Committee on Quality of Health
Care to California Council for Health Plan Alternatives
Member, Board of Directors, Save San Francisco Bay Association

Management Programs

Underlying Developments

A significant trend in management programs is that subject content and presentation steadily are growing more sophisticated. This development is the result of several factors, the first of which is a conscious effort on the part of management programs to move in those directions and thus attract a larger proportion of its participants from the middle and upper-middle management levels. Second, an increasing number of companies provide "in-house" training in several of the basic managerial skill areas. A third, and increasingly important, force is the substantial rise in the educational background of the managerial ranks. Their interests and concerns turn in the direction of innovative techniques to deal with old problems and to the emerging clusters of problems which revolve around the role of the business enterprise in changing the physical and cultural environment, in maintaining a healthy economy, in providing work opportunities for the disadvantaged, etc.

A related aspect of this trend is that the format of the programs is shifting from the workshop or "how-to-do-it" type of program to the major conference, on the one hand, and the seminar, on the other. Although the format of most general conferences includes workshop sessions where particular aspects of the conference subject matter may be explored in greater detail than is possible during general sessions, the emphasis is on gaining better understanding of how the subject relates to broader issues than on mastering specific skills or techniques.

The continuing seminar, the unique characteristic of which is that the body of participants remains relatively stable over fairly extended periods of time, provides an ideal structure in which personal views and perceptions of the participants from the business and the academic worlds become well known to each other.

A second development has been implemented during the past two years. Cooperative arrangements in program design and execution have been undertaken with several organizations during the period, all with favorable results. The principal advantages are elimination of duplicative efforts in the preparation of program content, background reading materials and similar activities; and, to a lesser extent, more effective utilization of faculty resources for instructional purposes. The second advantage accrues in those instances where the same program is offered in two or more geographical areas. Specifically, during the past two years seven programs were sponsored as cooperative undertakings with other organizations. For the period 1966-1969, only two programs were undertaken on a cooperative basis.

Categories of Programs

Offerings of management programs may be categorized under two general headings: Conferences and Seminars.

With regard to conferences, management programs is involved in developing and organizing conferences for two different, although somewhat overlapping, groups of participants. The conference on School District Merit Systems and Employee Relations typifies the conference developed specifically for management personnel and designed around management's interests and concerns.

The other type of conference in which management programs is involved are general conferences, having as their subjects issues of broad and general concern, such as the Conference on Economic Conversion and the Bay Area, held in Palo Alto in June 1970. Such conferences draw their participants not only from the management and labor communities but also from various levels of government and from private organizations having an interest in broad social and economic issues.

The second general category of programs, seminars, are specific in subject matter focus and provide an opportunity to explore in some depth the problems and issues which are germane to the subject. The participants in the seminars come exclusively from the management community.

Conferences

Of the seven conferences presented during the past two years, management programs had sole responsibility for the organization and presentation of two of the conferences and undertook the major responsibilities and administrative tasks involved in connection with two others. Two of the remaining three conferences were co-sponsored with outside organizations, and the third was an Institute-sponsored conference.

"The Western Organization Development Conference," co-sponsored with the Foundation for Research on Human Behavior, was held in San Francisco in April 1970. This conference, attended by more than 170 persons, drew participants from throughout the country. Speakers were from both the academic and business communities. They included Professor Rensis Likert, University of Michigan; Warren Bennis, Vice President for Academic Development, State University of New York at Buffalo; University of California Professors Robert Dubin and Lyman W. Porter (Irvine) and Raymond E. Miles and George Strauss (Berkeley). Speakers from the business community included Sheldon Davis, Vice President and Director of Industrial Relations, TRW Incorporated; William J. Crockett, Saga Administrative Corporation, and John D. Gray, Chairman and Chief Executive Officer, OMARK industries, Inc.

A two-day conference on "School District Merit Systems and Employee Relations" was held in Fresno in October 1969. The focus of the conference was on the interrelationships and potential conflicts between the merit

principle for employment and promotion of classified employees and arrangements worked out between school districts and employee organizations pursuant to the meet-and-confer provisions of the Winton Act.

In the field of employment opportunities for minority groups, management programs undertook the holding of a day-long conference in November 1970, in cooperation with the Black Personnel Management Association. The conference was attended by approximately two hundred representatives of the larger employers in the Bay Area.

"Economic Conversion and the Bay Area" was the subject of a conference held in Palo Alto in May 1970. The meeting, arranged in cooperation with the Science and Society Symposium, Stanford University, is described in the General Conferences section of the Report.

The conference on public sector employee relations, "The Meyers-Miliias-Brown and Winton Acts: Major Legal Issues in Public Employee Relations," is reported on in the General Conferences section of this Report. The conference was a major undertaking of management programs, which handled all the administrative tasks in connection with the conference as well as working on conference content, obtaining speakers, etc.

Similarly, the June 1971 "Conference on Unemployment," co-sponsored with the Human Rights Commission of San Francisco, is reported in the General Conferences section. Staff from both management programs and the Center for Labor Research and Education served on the steering committee for the conference, recruited speakers, prepared background data reports, and otherwise helped organize and present the conference.

The one-day conference on "Phase I to Phase II: The New Economic Policy in Transition," held in November 1971, had the largest attendance of any program ever held under the auspices of the Institute. More than 600 attended, and an additional 200 requests for reservations had to be rejected because of space limitations. This conference is reported on in the General Conferences section of this Report.

Seminars

Over the past several years, two seminars have been developed which constitute a continuing link between the management programs section of the Institute and particular segments of the management community. The first of these is the Philosophy of Management seminars, which began in 1965-66. The seminar participants are senior management personnel whose interests are oriented to the social context in which the business community exists and the interrelationships between society in general and the business establishment.

The Social Science-Management seminars are geared to personnel in the business community concerned with principles of organization structure and design, various forms of work modules and related activities in the

social sciences pertaining to the functioning of an organization. The basic purpose of the seminars is to explore techniques by which findings and hypotheses in the social sciences can be made operational in an organizational setting. Four or five sessions of each of these continuing seminars are held during the year.

Of the remaining programs conducted by management programs during the 1969-71 period, four combine the seminar and workshop approaches. In two instances, the programs were organized for the personnel of particular companies, Cutter Laboratories and the American Can Company, where the objective was to develop personnel skills in specific managerial techniques as well as treat the subject in a broader managerial and organizational framework. Also, the programs on Handling Interpersonal Conflict in Management and Management by Objectives have a substantial skill and technique content, requiring some application of the workshop approach.

A brief description of each of the seminars held during the 1969-71 period, listed in chronological order, follows:

Danish Industrial Relations Team. A one-day meeting of three faculty members with members of the Danish industrial relations team to discuss current personnel practices in this country relative to recruiting, hiring, training, and related personnel issues. Twenty-five participants. (June 1969)

Handling Interpersonal Conflict in Management. A three-day program on identifying and coping with sources of interpersonal conflict at the managerial level in organizations. Techniques included role-playing, situation analysis and clarification of issues techniques. Co-sponsored with Cornell University's New York State School of Industrial and Labor Relations. Twenty-five participants. (January 1970)

Management by Objectives. A three-day program, co-sponsored with the New York State School of Industrial and Labor Relations, on the techniques of applying the theory of results-oriented management as a system. Thirty participants. (February 1970)

Leadership Styles and Techniques of Supervision. A ten-session program for first- and second-level supervisors of American Can Company, arranged at the request of the company. Subject areas covered included theories of motivation, participative management, discipline problems, and feedback of a survey of supervisorial attitudes and concerns. Fifteen participants. (February and March 1970)

Personnel Practices and Wage and Salary Structures. A one-day seminar for members of the Japan Management Consultant Association. Twenty-five participants. (September 1970)

Public Sector Collective Negotiations in New York State. A half-day session arranged for representatives of local political instrumentalities and spokesmen for associations of such instrumentalities with Robert Helsby,

Chairman of the New York State Public Employee Relations Board, on the experience to date under the New York statute. Fifteen participants. (November 1970)

Labor Market Information Systems: Information Needs, Sources, and Methods of Delivery. A three-day program devoted to a discussion of both the supply and demand aspects of labor market information. Emphasis was on defining the nature of the information required by the various interested groups, including educational institutions, employers, governmental manpower agencies, etc. Co-sponsored with the Department of Industrial Engineering & Operations Research, Berkeley, under the auspices of the U. S. Department of Labor, Manpower Administration. Thirty participants. (November 1970)

Development and Implementation of Management by Objectives. A six-session program for unit directors in the Research Division of Cutter Laboratories on the theory, design, and implementation of MBO. Ten participants. (January - May 1971)

Sustaining Mechanisms in Organization Development. A two-day seminar for upper-level management in state and federal political instrumentalities on those factors in an organization which may be used to sustain and keep viable an organization development effort. Twenty-five participants. (September 1971)

Professional Activities of the Coordinator of Management Programs

John K. Hislop

Member of

Northern California Industrial Relations Council
Scholarship Committee
Research Committee

Industrial Relations Research Association

American Society of Insurance Management, Inc., Northern
California Chapter (Legislative Committee)

Consultant to Joint Legislative Interim Committee on Unemployment
Insurance, California Legislature, 1969.

Consultant to federally funded local anti-poverty organizations, at
request of Manpower Administration, U. S. Department of Labor,
San Francisco, 1969-70.

Speeches and panel discussant before various groups, such as the
Western Council of Claims Agents, the Southern Pacific Company,
and the Industrial Relations Alumni Association.

General Conferences

In addition to courses and conferences conducted for various groups in the community, the Institute held five general conferences in 1970-1971. They are described below in chronological order.

Rising Expectations and Lagging Opportunities: Critical Issues in Industrial Relations, May 1970.

This conference dealt with problems confronting industrial relations due to economic recession, on the one hand, and the rising expectations of women and ethnic minorities, on the other. Speakers included the then-Secretary of Labor George P. Shultz, John F. Henning, Executive Secretary-Treasurer of the California Labor Federation, AFL-CIO, Douglas H. Soutar of the American Smelting and Refining Company, and Nat Weinberg of the UAW.

Economic Conversion and the Bay Area, May 1970.

This conference was co-sponsored with the Science & Society Symposium, Stanford University, and explored certain implications of shifts in expenditures involving national defense, space exploration, and related fields.

The Meyers-Milius-Brown and Winton Acts: Major Legal Issues in Public Employee Relations, January 1971.

This conference concerned itself with various distinctive aspects of collective bargaining in the public sector. Speakers included Lee C. Shaw, Attorney, Chicago; Leo Geffner, Union Attorney, Los Angeles; Jack L. Wells, Assistant City Attorney, Los Angeles; Walter W. Taylor, Attorney, California State Employee Association; Jerome Lefkowitz, Deputy Chairman, New York State Public Employment Relations Board; Leo Walsh, Member, Michigan Employment Relations Commission; J. D. Burdick, Association Attorney, San Francisco; Thomas A. Shannon, Attorney, California Association of School Administrators; Harold R. Newman, Director of Conciliation, NYSPERB; John Liebert, Deputy City Attorney, Sacramento; and Donald H. Wollett, Professor of Law, University of California at Davis.

The conference was presented with the cooperation of 14 organizations representing labor, management, and professional groups in the public service in California. Since public interest in the proceedings was great, a transcript was made.

Conference on Unemployment, June 1971.

This conference was held at the request of the Human Rights Commission of San Francisco and was co-sponsored with that organization. It was held in place of the Institute's Annual Conference. It focused on the problems of those groups in San Francisco who experienced the most severe unemployment and on general community measures designed to ameliorate their positions and to raise the general level of employment opportunity in the community.

Phase I to Phase II: The New Economic Policy in Transition, November 1971.

In addition to general sessions dealing with the general nature of wage-price restraint and with the New Economic Policy of the Nixon Administration, separate discussion sessions were held on five subjects: Wages and Benefits Under Collective Bargaining; Prices and Profits; Interest Rates and Dividends Issues; Problems in Executive and White Collar Compensation; and Problems in Public Employment. Speakers included The Honorable Sherman J. Maisel, Member of the Board of Governors, Federal Reserve System; Marvin Kusters, Director of Planning and Analysis, Cost of Living Council; Nat Weinberg, UAW; William H. Smith, Federated Employers of the Bay Area; Benjamin Aaron, Professor of Law, UCLA; and Lloyd Ulman, Director, Institute of Industrial Relations. Discussion Chairmen included George Strauss, R. A. Gordon, Richard H. Holton, David E. Feller, George F. Break, E. T. Grether, Raymond E. Miles, and J. W. Garbarino, all of the University of California, Berkeley. This conference was widely attended.

THE CLERICAL AND ADMINISTRATIVE STAFF

We wish to acknowledge the valuable service of the nonacademic staff of the Institute. All of the current nonacademic staff members have been with the Institute for at least two years, and the majority joined the Institute five or more years ago. The thorough knowledge of the Institute--its activities and its personnel--thus acquired by the clerical staff over the years has been a great asset to the Institute in its relations with students, visiting faculty, and the general public. Many friendships begun at the Institute between graduate students and the clerical staff have lasted long after the former have left the University.

Following are the current, permanent members of our secretarial and administrative staff.

Ethel L. Davis
Secretary, Main Office

Linda P. Dayton
Secretary, Main Office

Dorothy F. Fortier
Secretary, Labor Center

Hazel M. Grove
Circulation Manager

Joan J. Lewis
Sr. Administrative Assistant

Christine J. Lira
Secretary, Labor Center

Judith A. Loney
Secretary, Management Programs

Opal K. Pannell
Library Assistant

Barbara E. Porter
Editor and Secretary

Jeanette C. Podvin
Secretary, Main Office

Carolyn J. Williams
Administrative Assistant,
Labor Center