

Governor's Employment Conference

What actions can be taken to guarantee full utilization of California's manpower and productive resources?

This question was considered by top-ranking representatives of management, labor, government, and the academic community at the Governor's Conference on Employment, held September 30 to October 3 at Monterey.

Arranged by the Institute at the special request of Governor Edmund G. Brown,

the four-day conference was designed to allow complete discussion of all aspects of the state's employment problems.

See pages 3 and 4 for the conclusions and recommendations of the Conference.

The 75 participants received extensive background material for advance study. At the conference, chaired by Institute Director Lloyd Ulman, they engaged in

three days of round-table discussions and then met in plenary session the fourth day to issue a report.

An opening message from Governor Brown was delivered by State Finance Director Hale Champion. The Governor later attended several sessions of the conference and spoke briefly at a banquet on October 2, as did University President Clark Kerr.

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UNIVERSITY OF CALIFORNIA, BERKELEY

INSTITUTE OF INDUSTRIAL RELATIONS

BULLETIN

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Seminar Continues On Philosophy Of Management

The first Philosophy of Management seminar of the 1966 series is scheduled to take place next month.

Sponsored by the Institute and under the general direction of Professor Mason Haire, the seminars were started last year following the success of a Chancellor's dinner to which top-level Bay Area business leaders were invited to meet and talk with Dr. A. T. M. Wilson of Unilever, Ltd., who was then lecturing on the Berkeley campus.

Rather than being oriented to the mechanics of management techniques, the seminars concentrate on such central subjects as management's perceptions of its own nature and the social and economic functions which management can and should perform, as well as those which it perhaps should not attempt to perform.

The theme of the 1964-1965 series, the ideology of the firm and the society in which it is imbedded, included seminars on the constraints on freedom in a free economy, the ideal of individualism in business, the nature of the relationships between government and business, and the nature of the changing business ideology.

Background reading by the participants included *The Business Establishment*, edited by Earl F. Cheit; *Capitalism and Freedom* by Milton Friedman; *The Human Side of Enterprise* by Douglas McGregor; and *Economic Development in Perspective* by John Kenneth Galbraith.

William E. Rentfro Joins Institute As Coordinator of Labor Programs

Center Appoints Research Specialist

Sara Behman has joined the Institute's Community Services staff and will assume responsibility for directing research projects of the Labor Center.

A specialist in wage theory and labor market problems, Mrs. Behman holds a B.A. in Economics and an M.A. in Government Administration from the University of Pennsylvania. She expects to receive her Ph.D. in Economics from the University of California within a few months. Her dissertation is on "Wage Determination in a Cyclical Setting."

Mrs. Behman worked for 10 years as a labor market analyst for the California Department of Employment. She also served as a tax analyst for the California Senate Interim Committee on State and Local Taxation in 1949, and coauthored a report: *Aggregate Property Tax Rates and Their Implications With Respect to Business Location and Development*.

Mrs. Behman is also author of a paper published in the *Review of Economic Studies* (October, 1964) on "Labor Mobility, Increasing Labor Demand, and Money Wage-Rate Increases in United States Manufacturing."



Behman

William E. Rentfro, General Counsel for the Oil, Chemical, and Atomic Workers International Union, AFL-CIO, since 1955, has joined the staff of the Center for Labor Research and Education as Coordinator of Labor Programs.

He will fill the position left vacant by Herbert A. Perry, who is now on the faculty of Sacramento State College.

Rentfro received his law degree from the University of Colorado in 1948. He left private practice in 1951 to become Associate General Counsel and International Representative for the former CIO Oil Workers International Union.

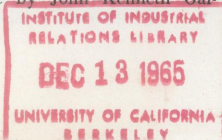
Rentfro will specialize in developing and teaching courses in problems of collective bargaining, arbitration, and labor law and will conduct related research.

In announcing the appointment, Don Vial, Chairman of the Labor Center, noted that Rentfro has been responsible for directing the legal activities of the Oil Workers during the past 10 years. He has been involved in the full spectrum of union activities: collective bargaining, arbitration, strikes, and automation problems. He has handled litigation before state and federal courts and before the U.S. Supreme Court.

"Rentfro's knowledge and experience," Vial said, "will add great depth to the Center's activities."



Rentfro



COMMUNITY SERVICE PROGRAMS

Labor Center

Communications

A new course in "Communications for Labor Leadership" has been developed by the Center and is being given for paid representatives and staff of unions affiliated with the Five Counties Central Labor Council.

More than sixty persons have registered for the course, which started October 22 at the Council's headquarters in Redding. Because of the large registration, separate sessions will be held from 10 a.m. to noon and from 1:30 to 3:30 p.m. every Friday for eight weeks.

The course was prepared and will be taught by Oliver McMillan, Associate Coordinator of Labor Programs and a former newspaper and television writer.

Subjects to be covered include communication barriers, motivation, persuasion, rumor and its role in the communication process, the public press and other mass media, union publications, and the use of films in union education.

Collective Bargaining

A course in collective bargaining has been arranged for Local 9415 of the Communications Workers of America. The eight-week series began October 28 and is being taught by Dr. Richard Liebes, Research Director of the Bay Area Council of Building Service Workers.

Labor Law

A labor law course for the Marin Central Labor Council started September 14 and is being conducted by labor attorney Victor Van Bourg. The class meets once a week in San Rafael.

Labor Press

The Center for Labor Research and Education at Berkeley will begin a survey this month to determine the kind of professional training that might be of interest to those responsible for writing and editing California labor publications.

The survey is being conducted for the California Labor Press Association, which plans to sponsor courses in labor journalism through the Centers at Berkeley and Los Angeles, if a desire for such training is indicated.

A monthly advanced seminar for labor press editors started November 4 on the Berkeley campus.

In addition, the Berkeley Center is working with the CLPA to develop criteria for evaluating the performance of the labor press.

Labor Education

A five-day course aimed at teaching labor leaders to be labor educators was conducted by the Center in September for 19 International Representatives of the Brotherhood of Electrical Workers, Ninth District.

Attended by representatives from the western states and Alaska, the school concentrated on teaching theory and its application. Morning sessions were devoted to lectures and discussions on the psychology of learning and afternoons to the development and practice of techniques in lecturing, the use of visual aids, and how to lead discussion groups.

A first-time effort by the Center, the course was designed to prepare International Representatives to teach local officers and stewards the history of the IBEW, its constitution, collective bargaining issues, and problems of automation.

Instructors were Jack London, University Professor of Education; George McCabe, Chairman of the Division of Education, Sonoma State College; Frank Moakley, Assistant Professor of Instructional Techniques, San Francisco State College; and James E. Bixler, Head of Elementary Education at San Francisco State College, and a specialist in group discussion techniques.

Summer Sessions

The IBEW course above was the last in a series of summer sessions which included a one-week residential leadership school for the International Association of Machinists, an advanced IAM leadership school, two sessions on collective bargaining and grievance handling for the American Federation of Government Employees, a stewards' training program with Department Store Employees' Local 1100 of the Retail Clerks, and a five-session course on work experience and training programs under the War on Poverty program, conducted jointly with Local 1675 of the American Federation of State, County, and Municipal Employees for both trainees and regular employees of the City of Pittsburg.

Three programs were handled jointly with the Los Angeles Labor Center: a one-week IAM leadership school, a Communications Workers of America leadership school, and a Steelworkers' summer school.

In August the state AFL-CIO Summer School was conducted jointly by the State Federation and the Centers at Berkeley and Los Angeles.

Management

Pacific Gas & Electric

John K. Hislop, Coordinator of Management Programs, announces a continuation of the series of two-day conferences arranged by the Institute for middle-management personnel of the Pacific Gas and Electric Company. Twenty such conferences have been scheduled for 1966 and will be held on the Berkeley campus.

An extensive 1965 series, held both on campus and in other Bay Area locations, was concluded in October. Business Administration faculty who participated were Professors Frederick P. Morrissey and Robert C. Goshay who discussed economic analysis in decisions of the utility industry; Professor Raymond E. Miles on attitudes of supervisors and managers about subordinates and superiors; and Business Administration Lecturers P. J. Van Gigh, who discussed the application of critical path analysis to planning and cost control, and John H. Denton, who covered land use planning.

University Employees

In cooperation with the Personnel Office of the Berkeley campus, the Institute has arranged a series of training programs for nonacademic employees.

The sessions, which began in October, will cover techniques of supervision as applied in the areas of communication, motivation, and leadership; an introduction to the principles and tools applicable to work scheduling and work planning; and consideration of employee appraisal and development programs.

Lecturers are Professors Raymond E. Miles and Roger C. Vergin of the University and William Litzinger and Cornelis Visser of the University of San Francisco.

Public Welfare Association

The Institute's Management Coordinator and representatives of the American Public Welfare Association are currently making plans for an Executive Development Program. The project here will be one of a series to be held throughout the country.

Dymo Industries

A series of monthly programs started this year for a middle-management group from Dymo Industries Inc. University professors Hector Anton, Raymond E. Miles, Lyman Porter, and George Strauss have been directing sessions on personnel

(Continued on page 5)

Governor's Conference on Employment: Report

The following report summarizes the findings and recommendations of the Governor's Conference on Employment, held September 30 to October 3, 1965, at Monterey.

The report is a general consensus of the views of conference participants on state economic policies and their impacts on aggregate demand and its composition, the structure of employment and unemployment, and determinants of business investment in California.

Background papers prepared by members of the University faculty, the Economic Report of the Governor 1965, and supplementary data, all of which were provided to the participants prior to the conference, set the general framework within which the discussions took place.

The report does not purport to reflect the shadings of opinion expressed by conference participants on various issues, nor does it take note of possible reservations of individual participants with respect to particular recommendations or findings. It does, however, reflect the general "sense" of the conference and the conclusions and recommendations of the participants as expressed during the plenary session.

California's record of economic expansion in the postwar period has been enviable. Employment has been growing in nearly all sectors of the State's economy, and at the same time the trend has been towards greater diversification in manufacturing. This economic expansion has been associated with rapid population growth and greatly increased needs for State services. Nevertheless, serious problems have resulted from this rapid growth of population, such as urban congestion, inadequate urban transportation systems, excessive water and air pollution, and almost overwhelming pressure on the State's educational resources.

Despite the rapid expansion in total employment in the last five years, California's unemployment rate, like that of the nation as a whole, has remained unsatisfactorily high. Of even greater concern, California's rate has failed to show the decline in the last few years which has occurred in the nation as a whole. Indeed, this unfavorable differential has been widening. As a result, the unemployment rate in California has continued to hover in the neighborhood of 6 per cent, while the national rate has fallen to 4.5 per cent. Not only has this high average unemployment rate been unsatisfactory in itself, it has been associated with particularly high rates for such specific groups as young people, Negroes, Mexican-Americans, older workers, those with little education, and workers in especially depressed communities.

Causes of Unemployment

There is little question that California's unemployment problem of recent years is attributable in substantial part to the impact of changes in the amount and composition of defense spending on employment in the aerospace industries. There is some evidence also that structural changes in employment have been proceeding at a more rapid rate in the State than in the nation, requiring more difficult labor-market adjustments. At the same time, there are indications that the failure of the unemployment rate to decline may stem partly from certain characteristics of California's labor supply. In a state which has long experienced large-scale in-migration, a slowing down in the

rate of growth will not immediately produce a commensurate reduction in the inflow of labor from other states. Although the rate of in-migration has fallen off somewhat in recent years, it has not declined sufficiently to prevent California's labor force from growing more rapidly than in the nation as a whole. Thus the State's rate of unemployment has remained above the national average.

While the composition of unemployment in the State is similar to that in the country at large, there are indications that in California unemployment may be even more severe among young people and especially among Negro and Mexican-American youth. Moreover, unemployment has been particularly heavy in certain areas, notably San Diego, with its heavy dependence on aircraft employment, which has been declining steadily since 1959. But one reason why the structure of unemployment in California is quite similar to that in the rest of the nation is that, notwithstanding the decline in employment in the aerospace industries—the State's leading "export" industries—employment in virtually all other fields increased more rapidly than employment in comparable fields in the rest of the country. This experience suggests that in an environment of national economic expansion, California's economy can be counted on to diversify as it grows.

Impact of National Policies

This high degree of interrelatedness between the economy of our State and that of the nation as a whole has made our conference keenly aware of the crucial importance of national economic policies to the welfare of the State. Foremost among these are those monetary and fiscal policies which, in conjunction with the state of activity in the private sectors, are designed to provide acceptably high levels of employment. Indeed, to a State whose level of unemployment currently exceeds the national average, it is especially important that national efforts to achieve full employment be vigorously pursued.

Moreover, in recent years, the Federal Government has adopted a wide range of legislative measures aimed at encouraging labor market adjustment and alleviating poverty. These include the Manpower Development and Training Act, the Economic Development Act of 1965, the Economic Opportunities Act, the Vocational Education Act of 1963, the 1965 Social Security amendments, the Elementary and Secondary Education Act, and numerous other measures. These programs are beginning to have a significant impact in California and can be expected to show even more important results in the next few years. More recently, Federal provision for aid to urban communities in the fields of housing, rapid transit, and street and road improvements have been expanded, and innovating legislation calling for the provision of technical services to encourage industrial development in communities throughout the nation has been adopted. Full implementation of this legislation throughout the State provides a challenge and an opportunity to us in California. It is essential that the State Government exercise initiative and leadership in insuring that the largest possible use is made of these services by the communities of California.

The State Legislature should implement at the earliest possible date Title XIX of the Social Security Act. Not only are many new employment opportunities provided in the field of

medical care but those who are unemployed and medically indigent and who are in need of rehabilitative health services will have them available.

As the State with the largest dollar value of exports, California has an important stake in the expansion of foreign trade. Therefore, intensified Federal Government efforts to negotiate and plan for expanded export markets are of great importance to the economy of our State.

Finally, in view of California's close competitive relationship with the other States, further Federal legislation to make more uniform the costs of doing business in the various States is of particular concern to us. We support the Administration-supported legislation now before Congress to provide expanded coverage, Federal benefit standards, and extended benefits in unemployment compensation. We also support extension of the minimum wage to currently uncovered groups. In this connection, we believe that unemployment compensation, the minimum wage, and the protection of the National Labor Relations Act should be extended to agricultural workers.

Impact of State Policies

Our primary concern, however, is with the impact of State Government policies in our economy. These policies may most conveniently be grouped into the following four categories: (1) policies designed to encourage demand for labor by private industry, (2) policies designed to improve the quality of the labor supply and make it more adaptable to changing employer requirements, (3) policies designed to supplement private employment through direct job creation for certain disadvantaged groups in the labor market, and (4) improvements in the development of economic information and policy.

Demand for Labor

1. Policies designed to encourage demand for labor by private industry.

In recent years, the State Government has made remarkable progress in the expansion of those basic public services which are essential to the creation and maintenance of an environment conducive to the growth of private industry. These include education, highways, water resources, and the development of parks and recreational facilities. At the same time, it is generally recognized that a high rate of economic growth has created the need for new and additional public services to support the State's growing and increasingly diversified industrial base. In this connection, we favor vigorous action to deal with such urgent problems as urban transportation needs, air and water pollution, waste disposal, and adequate health services. In addition, the State Government should assume leadership in removing barriers to extension of residential construction and development in the private market; and it should facilitate the implementation of housing programs under the recent National Housing Amendment and other Federal legislation.

We note with approval the initiative recently taken by the State in entering into contracts with the aerospace industries to analyze and advise on promising approaches in the areas of transportation, waste management, a state-wide information system, and law enforcement and criminal justice. While the reports recently

submitted under these contracts have not yet been fully digested, we believe that further studies of this sort hold considerable promise for improvement of public services and the utilization of California industry's unmatched technical resources in new, nondefense lines of activity, for example, in the rapidly developing field of oceanography.

The aerospace industry commission set up by the Governor should be reconstituted as a tripartite commission and should be asked to develop recommendations for diversification and conversion of the resources of the aerospace industry as defense and space needs of the Federal Government change.

A task force should be set up by the State to meet the problems of major cutbacks or shutdowns in the aerospace industry and other industries; it should coordinate its activities with the task force of the Federal Government set up for this purpose.

Economic Development Agency

The needs of the State call for the services of an active and imaginatively led economic development agency. It is imperative for the economic future of the State that a development agency with expanded activities and revised terms of reference be re-established as soon as possible. The functions of such an agency should include, but by no means be restricted to, promotional activities designed to bring new industries to the State. Equally important should be the provision of technical advice and assistance to local communities and private industry in developing new firms and plants that will expand employment opportunities.

We envisage that such an agency would provide a variety of service functions. Through a qualified professional staff it would develop information on national industrial and technical trends; it would compile an inventory of private and public agencies available to serve as consultants to local communities and private industries; it would maintain a running inventory of the comparative advantages of the State that could be utilized in the development of new industries and expansion of old ones; it would study and suggest ways of contributing to a balanced diversification of industry and employment throughout the State. Such an agency would exist both to initiate industrial development at the State level and to provide help to local communities and private industry in advancing the industrial expansion of the State.

In addition to an adequate budget and qualified staff, the Economic Development Agency should have associated with it an active advisory commission of leading representatives of private business, labor, and the public at large.

The State Technical Services Act, recently enacted by Congress, will provide funds to assist States and local communities in similar attempts to analyze industrial potential and provide a sound basis for location of industrial enterprises in communities throughout the nation. State and local agencies in California should make an effort to take advantage of funds made available through this new Federal legislation. Here again the State has an important leadership role to play in apprising local communities of these advantages.

In recent years the State Government has recognized the importance of utilizing State resources to promote the development of parks and recreational facilities. These efforts should be expanded and can contribute significantly to full employment through attracting tourists

to the State and creating jobs in the industries that serve the tourist. Such facilities also add to the basic public services that attract industry to the State.

The conference regrets that the State Legislature has not yet been able to agree on a revision of the tax structure, with due regard to the necessity of financing expanding needs for State services, considerations of equity for all parts of the tax paying public, and the possibility of improved incentives to private industry. The conference urges that renewed efforts be made that will lead to an appropriate revision of the structure of taxes in the State. Such efforts should include a thorough review of the relationship between State and local taxes.

There is also evidence that taxation practices and policies may act as a deterrent to appropriate land use and maximum encouragement of satisfactory residential construction. The State Government can provide leadership in encouraging the removal of these barriers and in exerting pressures toward uniformity and improvement of local building codes.

Quality of Labor

2. Policies designed to improve the quality of the labor supply and make it more adaptable to changes in manpower requirements.

The high unemployment rates among young people, Negroes, Mexican-Americans, and persons with relatively little education indicate the need for special educational and training programs designed to equip these individuals to improve their employability in the labor market. As indicated above, there is now a rich variety of Federal-State programs for training and vocational education. In view of this need, the State Government and all interested private groups should make the fullest and most efficient use of these expanded resources. Efforts should be directed toward providing a wide variety of training and retraining programs to meet the needs of individuals in different age and sex groups and to prepare persons for a broad range of occupations. To insure that trainees obtain employment upon completion of training, we especially recommend the following: (1) that on-the-job training programs be expanded greatly, (2) that greater efforts be made to insure the placement of trainees, and (3) that the State investigate the possibilities of pooling and assigning risks to bonding companies to encourage placement of individuals who may have incurred prior offenses.

We urge also two important organizational improvements in existing educational, training, and placement facilities. (1) The services now available—which are administered by a variety of Federal, State, and local agencies—need to be more closely coordinated and brought physically together under a single roof where they will be readily accessible to those who need them. And (2), such coordinated services should be widely disseminated among underprivileged neighborhoods, particularly through the establishment of neighborhood centers. The State has an important role to play in establishing such centers and in enlisting the cooperation of Federal agencies and local communities in this effort. In this connection, it should be noted that the Federal Economic Opportunities Act provides generous funds for this purpose.

Supplementing Private Employment

3. Policies designed to supplement private employment through direct job creation for

certain disadvantaged groups in the labor market.

Despite the importance of measures to stimulate the expansion of employment and to upgrade the skills of the labor force, there will be an appreciable number of individuals who will continue to experience serious difficulties in obtaining employment in the private economy. Therefore it must be a public responsibility to employ such workers in activities with a high value to the community in general. To achieve this, we recommend accelerated funding and provision of public services, the need for which is already recognized as a public responsibility by the State, to help provide desirable employment and career opportunities for the underprivileged groups. The demonstration programs leading to careers as teacher aides and health care aides, for example, hold promise for further development, along with numerous career opportunities in the development of our natural resources.

Economic Information

4. Improvement in the development of economic information and policy.

Although California has made more progress in expanding and improving its data collection and statistical services than most States, much remains to be done to provide more adequate information on population growth, industrial production, labor force changes, and the characteristics of the unemployed. At a minimum, data on the characteristics of the insured unemployed should be made available in greater detail, and statistical information on the age, sex, occupation, and industrial characteristics of the employed should also be made available. In addition, we support the efforts of the Governor and congressional representatives to bring about the initiation of a nationwide population census every five years. Finally, we believe that a State with as large a population and income as California could well afford to undertake—perhaps on a quarterly basis—a current population survey which would yield information on in-migration, population characteristics, labor force and employment status, and the characteristics of the unemployed. Efforts should also be made to stimulate the collection of job vacancy data.

Policy Development

Secondly, we recommend that a manpower policy commission be charged with encouraging the coordination of existing manpower programs carried out by various agencies and participating in policy decisions concerning new programs. The commission should also stimulate the development of projections of occupational and labor force changes and estimates of training and retraining needs.

Finally, we believe that there should be established in the Governor's Office a body of economic policy advisers which would draw on the State's expert professional resources in evaluating and assisting in the formulation of major State economic policies. One of the most important tasks of this group would be to identify and define those areas of economic policy in which the State could effectively promote a favorable environment for economic growth and the full employment of California's abundant resources. It is vital that State economic policies aimed at affecting both the composition and level of demand for goods and services in the public and private sectors of the economy be carefully coordinated with State manpower programs, the activities of the State economic development agency, the State planning office, and other appropriate agencies.

Management

(Continued from page 2)

and organizational problems, managerial attitudes, and the playing of business games.

Plans for Progress

A major conference on equal employment opportunity was held in June for management representatives from 12 western states.

The meeting, which was cosponsored by the Institute and the Plans for Progress Program of the President's Committee on Equal Employment Opportunity, was designed to enlist employer participation in affirmative actions to increase employment opportunities for qualified members of minority groups.

Vice President Hubert H. Humphrey addressed the conference, as did several prominent representatives of industry and government.

Plans for Progress is a voluntary, cooperative program in which more than three hundred major companies have joined to provide leadership in the national equal opportunity program.

Rudolph A. Peterson, President of the Bank of America, was honorary chairman of the western conference, and Norman E. Nicholson, Vice President of Kaiser Industries, was general chairman.

'Predicting Managerial Success'

In October the Institute cosponsored a two-day conference with the Foundation for Research in Human Behavior on "Predicting Managerial Success." The participants were limited to 25 representatives of California business, who met with discussants from American Telephone & Telegraph, E. I. Du Pont De Nemours & Co., Sears, Roebuck & Co., and other companies which have done substantial work in this area.

Travis Air Force Base

A one-week middle-management seminar was organized for personnel of Travis Air Force Base and for selected personnel from other Federal installations in Northern California. The course included study of communications and motivation, operations research, statistical quality control, principles of EDP, and several aspects of organization and personnel management.

Library Supervisors

Two four-week courses on the techniques of supervision were conducted earlier this year for personnel of the University Library.

RECENT INSTITUTE PUBLICATIONS

BOOKS

Poverty in America

Edited by Margaret S. Gordon

(San Francisco: Chandler, 1965; hard-cover, \$5; paperbound, \$2.50)

A collection of papers presented at the National Conference on Poverty, held on the Berkeley campus, February 26-28, 1965. The volume deals with underlying facts about poverty and income distribution in the United States, as well as with a broad range of policy approaches relevant to an antipoverty program. A foreword by Institute Director Lloyd Ulman summarizes some of the major themes and conflicting points of view represented in the papers. Among the authors are William L. Batt, Jr., Kingsley Davis, Marion B. Folsom, Nathan Glazer, R. A. Gordon, Michael Harrington, Philip M. Hauser, Francis Keppel, Fritz Machlup, Gunnar Myrdal, Gösta Rehn, Charles I. Schottland, Herman M. Somers, Neil V. Sullivan, and Robert C. Weaver.

Retraining and Labor Market Adjustment in Western Europe

By Margaret S. Gordon

(Washington, D.C.: Office of Manpower, Automation, and Training, U. S. Department of Labor, 1965; \$1.75—obtainable from the U. S. Government Printing Office)

A study of postwar retraining and other labor market adjustment programs in seven Western European countries—Belgium, France, Great Britain, Italy, The Netherlands, Sweden, and West Germany. The author spent seven months in Europe in 1963-1964 interviewing management, labor, and government officials and collecting publications relating to manpower policies. The major purpose of the study, which was supported by OMAT and the Institute's Ford-financed research program on Unemployment and the American Economy, was to determine what lessons could be learned from European experience that would be of value in the development of manpower policies in the United States.

REPRINTS

Nation-Wide Job Evaluation in the Netherlands, by Martin P. Oettinger (No. 246)

Hoffa's Impact on Teamster Wages, by Ralph and Estelle James (No. 247)

Conflicting Elements in Managerial Ideologies, by Raymond E. Miles (No. 248)

U. S. Manpower and Employment Policy: A Review Essay, by Margaret S. Gordon (No. 249)

National Retirement Policies and the Displaced Older Worker, by Margaret S. Gordon (No. 250)

The Canadian Full Employment Goal, by David C. Smith (No. 251)

Labor Organizations and the Labor Movement in Advanced Industrial Society, by Arthur M. Ross (No. 252)

The Biography of a Research Project: Union Democracy, by Seymour Martin Lipset (No. 253)

Labor Mobility and the Industrial Wage Structure in the Postwar United States, by Lloyd Ulman (No. 254)

University Students and Politics in Underdeveloped Countries, by Seymour Martin Lipset (No. 255)

Labor Mobility, Increasing Labor Demand, and Money Wage-Rate Increases in United States Manufacturing, by Sara Behman (No. 256)

Max Weber and Jakob Burckhardt, by Reinhard Bendix (No. 257)

Hoffa's Manipulation of Pension Benefits, by Ralph and Estelles James (No. 258)

The Union Approach to Health and Welfare, by John H. Simons (No. 259)

Public Policy and Discrimination in Apprenticeship, by George Strauss and Sydney Ingerman (No. 260)

Human Relations or Human Resources? by Raymond E. Miles (No. 261)

Retraining Programs—At Home and Abroad, by Margaret S. Gordon (No. 262)

Industrial Relations in 1975—Trade Unions Discussion, by Lloyd Ulman (No. 263)

The Sources for Future Growth and Decline in American Trade Unions, by Joel Seidman (No. 264)

(Single reprints free; additional copies, 20 cents each.)

Current Research Activities

Reinhard Bendix has returned to the Berkeley campus after a 16-month leave of absence. From May 1964 to January 1965 he was a visiting professor at the Free University of West Berlin. In the spring semester of 1965 he was a visiting scholar at St. Catherine's College, Oxford University. During his absence, his most recent book, *Nation-Building and Citizenship*, was published by Wiley. It is the first volume to appear under the auspices of the Institute's research and training

program in Comparative Developmental Studies.

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Van D. Kennedy has also returned to the campus after a year's leave of absence in India. The October issue of the Institute's journal, *INDUSTRIAL RELATIONS*, included his article, "India: Tender-mindedness vs. Tough Problems," which will also appear as a chapter in a book he is completing on labor in India.

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Visiting the Institute as a member of the research staff for the current academic year is Stanley Lebergott, Professor of Economics at Wesleyan University. He will be working on a study of employment under the auspices of the Ford-financed research project on Unemployment and the American Economy. Professor Lebergott is the author of a number of books and articles in the field of labor market analysis, including his most recent volume, *Manpower in Economic Growth: The American Record Since 1800* (1964). He is also the editor of *Men Without Work*, a recently published volume of essays on the economics of unemployment.

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Scheduled for publication by Wiley early in 1966 is *Prosperity and Unemployment: The Expansion of the Last Five Years*, edited by R. A. and Margaret S. Gordon. The volume includes the papers prepared for the third annual conference held in connection with the Institute's research program on Unemployment and the American Economy.

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Also scheduled for publication in the near future is a pamphlet on California labor history by David Selvin, Editor of *San Francisco Labor*. Entitled *Sky Full of Storm*, the pamphlet covers the history of the labor movement in California from the Gold Rush period to the 1960's. It will appear as a publication of the Institute's Center for Labor Research and Education.

Earl F. Cheit Appointed Executive Vice Chancellor

Earl F. Cheit, who served as Associate Director of the Institute during the past year, was appointed this fall to the newly created post of Executive Vice Chancellor of the Berkeley campus of the University.

Professor Cheit was invited to the University in 1954 to head the Occupational Disability Study initiated by the Institute. He will continue to act as Institute Research Economist and Professor of Business Administration.

His appointment marks the second time an Institute administrator has been chosen for campus leadership. The first, of course, was Clark Kerr's advancement to the Chancellorship in 1952.

Cheit was both editor of, and a contributor to, *The Business Establishment* (1964), author of *Injury and Recovery in the Course of Employment* (1961), and coeditor, with Margaret S. Gordon, of *Occupational Disability and Public Policy* (1963).

Former Institute Director Now BLS Commissioner

Arthur M. Ross, Professor of Industrial Relations and Institute Research Economist, has been appointed Commissioner of the U.S. Bureau of Labor Statistics. He replaces Dr. Ewan Clague, who is retiring.

A member of the Institute since 1946, Ross was Director from 1954 to 1963. He has also served as Co-Director of the Institute's Special Research Program on Unemployment.

Ross is widely known as an arbitrator and author of books and articles on labor problems. Most recently, he edited *Unemployment and the American Economy* (1964) and *Employment Policy and the Labor Market* (1965).

Institute Journal

The October 1965 issue of *INDUSTRIAL RELATIONS* features a special symposium on professional and white-collar unionism, with articles by experts from seven countries.

Employment

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Principal banquet speaker was Gardner Ackley, Chairman of the President's Council of Economic Advisers. He dealt with the objectives and policy instruments of the federal administration in the area of employment.

Five scholars contributed the special background papers:

"State Economic Policies and Their Impact on Aggregate Demand and Its Composition," Richard Holton, Professor of Business Administration, University, Berkeley;

"Employment and Unemployment in California," Margaret S. Gordon, Associate Director, Institute of Industrial Relations, Berkeley;

"Job Training and Employment," George Strauss, Professor of Business Administration, University, Berkeley;

"Taxes and Services as Factors in Industrial Relations," Harold Somers, Chairman of the Economics Department, University, Los Angeles;

"Determinants of California's Future Growth," Werner Z. Hirsch, Professor of Economics, University, Los Angeles.

Panel leaders were all from the University at Berkeley: R. A. Gordon, Professor of Economics; Joseph W. Garbarino, Professor of Business Administration; and Lloyd Ulman, Professor of Economics and Institute Director.

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