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INSTITUTE OF INDUSTRIAL RELATIONS

BULLETIN

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ANNUAL CONFERENCE ON BARGAINING



R. A. Gordon



John T. Dunlop



Harry Bernstein



C. L. Alexander, Jr.



Mayor Joseph Alioto

New Pressures on Collective Bargaining

The Changing Environment of Collective Bargaining is the focus of the Institute's annual day-long spring meeting, scheduled for May 28 at the St. Francis Hotel, San Francisco.

Following registration in the California Room beginning at 8:30 a.m., Professor Lloyd Ulman, Director of the Institute, will open the conference at 9 a.m. with a discussion of **Stresses and Strains on the Institution of Collective Bargaining**. The morning panel on "New Pressures on Collective Bargaining in the Present Inflationary Environment" will present R. A. Gordon, Professor of Economics, University of California, Berkeley, speaking on **What's Ahead for a Troubled Economy**; John T. Dunlop, Professor of Economics and Department Chairman, Harvard University, on **Declining Public Tolerance for Strikes and Lockouts**; and Harry Bernstein, Labor Editor, Los Angeles *Times*, on **Growing Rank and File Dissent**.

Three discussants will then join the panel: **Richard Liebes**, Director of Research, Building Service Employees Union Joint Bay District Council, No. 2; **Walter R. Farrell**, Vice President, Industrial and Union Relations, Kaiser Industries Corporation, Oakland; and **Derek Robinson**, Tutor in Economics, Balliol College, Oxford University, England.

Equal Job Opportunities

Following lunch at 12:30 in the Mural Room, **Clifford L. Alexander, Jr.**, Chairman of the Equal Employment Opportunity Commission, Washington, will speak on "Equal Job Opportunities—A Call for Action."

The afternoon session, beginning at 2 p.m., will deal with **Minority Group Pressures on Collective Bargaining**. First will be a panel on Job Reallocation Pressures which will include **Joseph R. Grodin**, Attorney, San Francisco; **John E. Cantwell**, Executive Vice President, United Employers, Oakland; **Percy Steele**, Executive Director, Urban League of the Bay Area; and **Frank Quinn**, Regional Director, Equal Employment Opportunity Commission, San Francisco. Professor David E. Feller of the Law School in Berkeley will moderate.

Then, at 4 p.m., Mayor Joseph Alioto of San Francisco will discuss **Core City Deterioration and Ghetto Job Pressures on the Establishment**.

The fee for the conference, open to all interested persons, is \$15 for the day, including lunch. Checks should be made out to The Regents, University of California, and sent to Mrs. B. G. Cebulski, 2521 Channing Way, University of California, Berkeley. Further information may be obtained by phoning 845-6000, ext. 2571.

Aubrey Jones to Visit

Aubrey Jones, Chairman of the United Kingdom's National Board for Prices and Incomes, has been appointed Regents' Lecturer at the University for the week of May 20-24.

He will address several groups during his stay, including the Institute's Philosophy of Management Seminar on May 24, on incomes policy in Britain, related guidepost difficulties in the U.S., and the problems faced by the British economy following devaluation of the pound.

Poyer Fills Spot on Labor Center Staff

J. Bruce Poyer, former Research Director for the Western Conference of Teamsters, has joined the Center for Labor Research and Education as Coordinator of Labor Programs.



J. Bruce Poyer

Poyer, who received his M.S. in economics from the University of Wisconsin, has worked with the labor movement in the Bay Area since 1956. He served first as executive secretary of the American Federation of Theater and Radio Artists in San Francisco and as area representative for the Screen Actors and the American Guild of Musical Artists. During his eight years with the Teamsters, he established and developed an active research depart-

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May 28 · St. Francis Hotel · San Francisco

LABOR CENTER REPORTS ACTIVITIES

Labor Studies Program

Approximately five hundred labor union leaders in Northern California have taken courses offered through the Labor Studies Program of the Center for Labor Research and Education.

The program, now in its second year, consists of a series of eight- to ten-week courses for union officers, committeemen, stewards, and active members. Sponsorship in a given area is through the local central labor body, which assumes responsibility for the enrollment of students. The program is designed to provide continuity and progression in a well-rounded course of study, covering key areas of industrial relations and socio-economic problems affecting the operation of unions. Courses offered include: Development of the American Labor Movement, Economics for Trade Unionists, Collective Bargaining, Labor Law and Legislation, Grievance Handling and Arbitration, Communications, Collective Bargaining and Legislative-Community Goals of Labor, and Contemporary Labor Problems and Challenges.

Eight Northern California communities are currently participating in the program. Sacramento, which leads the list, is now holding its sixth course; Redding has completed five; Santa Rosa is presenting its fifth course and San Rafael its third; Oakland has started its fourth course; San Jose is about to start its fourth course; Eureka has completed two; and Napa is winding up its second.

Don Vial, Bruce Poyer, and Norman Amundson of the Center's staff teach in the Labor Studies Program, along with instructors drawn from state colleges and the labor community. Central labor bodies interested in starting programs this fall should contact the Labor Center.

Shop Steward Training

Training in shop stewards' duties and grievance handling is in great demand by labor unions in the area, particularly among rapidly growing public employee unions. These programs have usually been briefer, consisting of one or two sessions or a weekend session. However, there is a growing interest in extended training courses running five to eight weeks. Two eight-week programs are currently in progress with Local 1533, AFGE, and the East Bay Municipal Employees Local 390. Another extended program with Office Employees Local 29 in Oakland is planned for May. Earlier this year, the Center conducted a six-week program for the San Francisco

Municipal railway employees, Transport Workers Local 250A.

Norm Amundson specializes in grievance handling and shop stewards' training.

Nurses

Two 12-week pilot courses in collective bargaining for professional nurses are in progress, meeting weekly in San Francisco and Berkeley. These courses, aimed at members of professional performance committees in hospitals, were developed in cooperation with the California Nurses Association and the UCLA Labor Center. If they are successful, the CNA plans to offer similar courses in Los Angeles and throughout the state as part of an on-going training program.

A related pilot course for nurses in grievance handling will soon be introduced by the Center. Bruce Poyer developed the courses and is the instructor for the collective bargaining classes now in progress.

Labor Seminar

The advanced Labor Seminar for union leaders and staff officials in the Bay Area, which meets periodically for evening dinner sessions on the Berkeley campus, has been concentrating on regional economic issues in the Bay Area. A lengthy report prepared by U.C. graduate student and teaching assistant Robert Flanagan under Dr. Sara Behman, the Center's Research Director, has provided valuable background material. Seminar sessions have reviewed the detailed statistical data on changing employment patterns and studied the forces affecting regional industrial location decisions. The employment impact of land use planning is to be discussed at a future session as a follow-up on the most recent meeting on local taxes and locational decisions.

The Flanagan study, which was under-

(Continued from page 1)

ment which provided economic and collective bargaining services for Teamster organizations in 13 western states.

In addition to teaching in the Center's programs, Poyer will do applied research in collective bargaining and the broader community goals of labor. He is particularly interested in the growth and effectiveness of negotiated fringe benefit programs.

Poyer fills the position vacated when William Rentfro returned to his home state to join the staff of the Labor Center at the University of Colorado.

taken at the request of the San Francisco Labor Council and presented at a two-day seminar for the Council last fall, is focused on central city employment problems and issues. It has been given wide distribution among public officials and community leaders in San Francisco.

Negotiated Health Plans

The California Council for Health Plan Alternatives, a group of major labor organizations in the state with whom the Labor Center has been working to improve negotiated health care plans, has launched a three-pronged program to get more and better quality health care for the negotiated dollar. A system for grading negotiated plans will be combined with the development of a monitoring and surveillance program to improve quality, and with experimentation in new ways of organizing "core" health services in the community.

Don Vial and Bruce Poyer from the Center's staff serve on the technical advisory committee to the Council. The Center is working out arrangements with the UCLA School of Public Health to help develop criteria and standards for grading health plans within the framework of a point system to be applied by the Council. The Center is also assisting a special committee of the Alameda County Central Labor Council to devise a countywide monitoring and surveillance system to keep tabs on how the medical dollar is being spent and on fees and quality of services. This is an outgrowth of a health care conference sponsored by the Labor Center for the Alameda Labor Council last October.

Summer Schools & Institutes

The Labor Center has scheduled four week-long residential summer schools and institutes, sponsored by international unions, on the Berkeley campus: Steelworkers Statewide Summer Institute—June 16–21; American Federation of Government Employees Western Regional Leadership School—July 7–12; IAM Basic Leadership School—July 21–26; and Communication Workers School—July 28–August 2. In addition, the Labor Center is cooperating with the AFL-CIO Metal Trades Department in presenting a week-long training program in May at Asilomar on collective bargaining and contract administration under the federal executive order governing employer-employee relations in the federal service.

BROADER MANAGEMENT PROGRAMS

This summary of the Institute's Management Programs will indicate a modification of emphasis in subject matter and purpose. Although programs designed to meet the needs of a specific business enterprise or a trade or industrial association continue, new programs designed to bring to the business community the most advanced thinking and research findings of the academicians are increasingly in demand.

Three Areas of Interest

Concerns of the business community seem to fall into three major areas. The first includes problems relating directly to the operational aspects of a business enterprise, such as recruitment and selection techniques, design and implementation of wage and salary systems, organizational structures, techniques of supervision, and motivation and leadership problems.

A second managerial area relates to theories and concepts from the academic community, particularly the social sciences, which provide a framework for developmental research leading to changes in operating policies.

The third area, one of growing interest, is the social responsibility of business viewed as an integral part of society. The emphasis here is on questions such as the legitimacy of the business enterprise as a part of the social structure; its usefulness as an instrument in helping to achieve the broad social and economic goals of society; and, perhaps most important, those areas in which the aims of the enterprise are either indifferent to or, in some degree, in opposition to the general goals of society.

Philosophy of Management

To begin with the last area, the Philosophy of Management seminars, designed for a select group of senior Bay Area business executives, are studying the value structure of management as a class in both collectivist and free enterprise economies. These seminars are under the direction of Dean Richard Holton of the Schools of Business at the University of California; the background reading is *Management in the Industrial World* by Harbison and Myers.

"The Manager in the Polish Enterprise: A Study of Accommodation Under Conditions of World Conflict" was recently discussed. Guest speaker was Professor S. J. Rawin of the Institute of International Studies in Berkeley, author of a study on this topic.

On May 24 the seminar will hear the Rt. Hon. Aubrey Jones, Chairman of the

Visitors from Japan

Last November, a one-week program was arranged for a group of industrial relations officials from some of the major business enterprises in Japan. Under the sponsorship of the Japan Federation of Employers' Associations, the group was studying recruitment and employment policies of business in this country, the American labor movement, wage and salary administration policies, and related manpower issues. The week concluded with a visit to the Spinco Division of Beckman Instruments in Palo Alto, with Robert Cunningham, Employee Relations Manager, as host.

National Board for Prices and Incomes in Great Britain.

Last spring a continuing series of Social Science-Management seminars began, aimed at bringing to interested members of the business community the research findings in the various social science disciplines applicable to the organization and its management. Much of this research is difficult to translate into operational terms and, as a result, there has been a noticeable lag in its application. It is planned that the seminar members will design a research project on a problem of common interest, will conduct the necessary research, and will then attempt to apply the findings operationally to their respective enterprises.

Conference on Minority Jobs

A one-day conference on "Selection and the Minority Job Applicant" attracted over 400 people from the public and private sectors and social service agencies in February. It was cosponsored by the Institute and the Technical Advisory Committee on Testing to the California Fair Employment Practices Commission. Sociologist Jan Dizard reported some preliminary findings in his study of the minority unemployed in Berkeley. Professor George Strauss, Associate Director of the Institute, discussed research on minority group members and apprenticeship programs, and the techniques being developed to assure that minority group members could compete more successfully for public employment.

Other subjects discussed included: "The Screening Process as Applied to Applicants for Employment prior to Testing," by Victor Howard of Rohrer, Hibler & Replogle, San Francisco; "The Impact of Federal Equal Employment Regulations on Personnel Testing Pro-

grams," by Howard C. Lockwood, Lockheed Aircraft Corporation, Burbank; "The Validity of Tests as Predictors of On-the-Job Performance," by Floyd Ruch, Psychological Services, Los Angeles; and "The Disadvantaged Unemployed: Why Should Management Care?" by Vern F. Peak, Kaiser Industries.

Other Recent Programs

"Major Collective Bargaining Developments in the Private Sector" was the subject of an April 30 conference in San Francisco, cosponsored by the Institute and Business Administration Extension. Faculty participants included George Strauss and Van Dusen Kennedy, School of Business Administration; and Jan Vetter, School of Law. Frank Klafs, Kaiser Industries, led the workshop. Ben Goodenough, Vice President, Labor Relations, Pacific Maritime Association, was the luncheon speaker.

A six-session program has just been concluded for senior administrative personnel of the U. S. Naval Command Schools, Treasure Island. Managerial ideologies as they affect the operations of an organization and the nature and techniques of decision-making were studied. Professors Raymond Miles, U.C., Berkeley, and Glen Strasburg, California State College at Hayward, were the instructors.

Two programs on supervisory techniques were produced for Pacific Gas and Electric Company personnel.

Future Activities

On May 14, Management Programs will open a series of conferences dealing with collective negotiations in the public sector. The first session is designed for public school administrative officials and members of Boards of Education whose tasks include conferring with organized groups of noncertificated school district personnel. The author of the controlling legislation in this field, Gordon Winton, will discuss its effects. The afternoon session will be devoted to three practical workshops. State Senator James R. Mills of San Diego will speak at lunch. Since public sector collective negotiations are developing rapidly, the Institute is planning a series of programs of this type to begin in the fall.

Preliminary discussions are now under way with Cornell University for a fall 1968 conference on Handling Interpersonal Conflicts. The plan is for outstanding authorities to participate in a conference on the East Coast, with a repeat on the West Coast.

CURRENT RESEARCH ACTIVITIES

Margaret S. Gordon, Institute Associate Director, has been appointed to the President's Commission on Income Maintenance. The Commission has been directed to examine all aspects of present public welfare and income maintenance programs and to propose necessary reforms. Recent suggestions will be studied, including minimum income guarantees. The costs and benefits of such proposals will be examined in terms of their effects on both recipients and the economy.

Derek Robinson, a British expert on wage and price problems, is currently pursuing a special research program at the Institute on the development and implementation of incomes policies. He has just finished a report to the Organization for Economic Cooperation and Development on *Negotiated Capital Savings Schemes for Workers*. A Research Officer of the Oxford University Institute of Economics and Statistics and Advisor to the U.K. Board for Prices and Incomes, Robinson also hopes to do a comparative analysis of the Institute's labor market project and a similar study being conducted at Oxford.

A major section of the Institute's long-term study of the labor market in the San Francisco Bay Area is nearing completion. By January, 309 employers, representing every industrial activity in the area, had been surveyed for their policies on such matters as recruitment, selection, collective bargaining, wages, training, and technological change. The data, which represent a comprehensive study of employer labor market policies and practices, is now being coded for final analysis. The field survey for the study is being directed by Margaret Thallarsen, former Regional Economist for the U.S. Bureau of Employment Security (Western Region), in consultation with an Employer Advisory Committee.

INSTITUTE PUBLICATIONS

BOOKS (Please order books direct from publishers.)

- Determining Forces in Collective Bargaining* by Harold M. Levinson, John Wiley & Sons, 1966, \$9.95
Toward a Manpower Policy by R. A. Gordon, John Wiley & Sons, 1967, \$8.95
The Goal of Full Employment by R. A. Gordon, John Wiley & Sons, 1968, \$6.95
Manpower Planning in a Free Society by Richard A. Lester, Princeton Univ. Press, 1966, \$5.00
Challenges to Collective Bargaining edited by Lloyd Ulman, Prentice-Hall, 1967, \$4.95 (cloth-bound); \$1.95 (paperbound)
Employment, Race, and Poverty edited by Arthur M. Ross and Herbert Hill, Harcourt, Brace & World, 1967, \$7.50
Social Structure and Mobility in Economic Development edited by Neil J. Smelser and Seymour Martin Lipset, Aldine Publishing Co., 1966, \$10.75
Organizational Intelligence: Knowledge and Policy in Government and Industry by Harold Wilensky, Basic Books, 1967, \$5.95

INSTITUTE PAMPHLETS

- Prepaid Dentistry: A Case Study* by John H. Simon, 1967, \$1.00
The Negative Income Tax: Articles by Christopher Green and Robert J. Lampman, George H. Hildebrand, and Earl R. Rolph, 1967, \$.75

REFRINTS

- The Comparative Experience with Retraining Programmes in the United States and Europe* by Margaret S. Gordon (No. 287)
Racial Differences in Migration and Job Search: A Case Study by Melvin Lurie and Elton Rayack (No. 288)
The Industrial Relations System by Joseph W. Garbarino (No. 289)
Measures and Effects of Social Mobility by Harold L. Wilensky (No. 290)
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Job Attitudes in Management: Perceived Importance of Certain Personality Traits by Lyman W. Porter and Mildred M. Henry (No. 303)
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Automation in Perspective by Lloyd Ulman (No. 305)
Under Severe Restraint: British Incomes Policy by Lloyd Ulman (No. 306)
A New Era for Farm Labor? by Varden Fuller (No. 307)
Wage Theory and Inter-Regional Variation by George E. Johnson (No. 308)
Leadership Training—Back to the Classroom? by Raymond E. Miles (No. 309)
Earnings and Employment in Eastern Europe by Walter Galenson and Alan Fox (No. 310)
Consumer Attitudes Toward Prepaid Dentistry by John H. Simons (No. 311)

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