

INSTITUTE
OF
INDUSTRIAL
RELATIONS
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UNIVERSITY
OF
CALIFORNIA
--
BERKELEY

Progress Report on the Institute's Research
and Community Services
1960 - 1962

PROGRESS REPORT

1960 - 1962

RESEARCH AND COMMUNITY SERVICES PROGRAM

Institute of Industrial Relations
University of California
Berkeley

Arthur M. Ross, Director
Margaret S. Gordon, Associate Director

March 1962

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I

INSTITUTE COMMITTEES

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 Louis B. Knecht, Director, Communications Workers of America
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 Irving Perluss, Director, California State Department of Employment
 Raymond E. Peters, Associate Justice, Supreme Court of California
 Warren R. Philbrook, Director of Personnel Administration, Food Machinery and
 Chemical Corporation
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 William H. Smith, Executive Vice-President, Federated Employers of San
 Francisco
 Eliot J. Swan, President, Federal Reserve Bank of San Francisco
 F. Douglas Tellwright, Past Executive Vice-President, Pacific Telephone and
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 Donald Vial, Administrative Assistant, California Labor Federation
 Arthur C. Viat, Regional Director, Federal Mediation and Conciliation Service
 Harris Wilkin, Secretary-Treasurer, Retail Food Clerks, Local 870

FACULTY ADVISORY COMMITTEE

Raymond G. Bressler, Jr., Professor of Agricultural Economics (Chairman)
Eugene W. Burgess, Assistant Dean, Schools of Business Administration, and
Lecturer in Business Administration
Charles Y. Glock, Director, Survey Research Center, and Professor of Sociology
Robert A. Gordon, Chairman, Department of Economics
Lyman W. Porter, Assistant Professor of Psychology
John H. Schaar, Assistant Professor of Political Science
Ronald W. Shephard, Chairman, Department of Industrial Engineering
John T. Wheeler, Associate Dean, Graduate School of Business Administration

II

RESEARCH PROGRAM

RESEARCH PROGRAM

Introduction

During the last two years, there have been three major new developments in the Institute's research and publication program: (1) the launching of our new academic journal, Industrial Relations, (2) the formation of the Research and Training Program in Comparative Developmental Studies, and (3) the development of plans for a large-scale project concerned with the problem of Unemployment and the American Economy.

The decision to begin publication of an academic journal grew out of discussions among Institute senior staff members during the course of 1960. By the autumn of 1960, a name--Industrial Relations: A Journal of Economy and Society--had been chosen, a decision had been made to issue the journal three times a year, and an organizational framework had been developed. Central responsibility was to be assumed by a Board of Editors composed of senior staff members, with Arthur M. Ross as Chairman. Also serving as members of the Board of Editors are Benjamin Aaron and Irving Bernstein, Director and Associate Director of the Institute on the Los Angeles campus. Margaret S. Gordon was asked to serve as Managing Editor, Betty Schneider as Assistant Editor, and William Rogin as Business Manager. In January 1961 Joan J. Lewis joined the Institute staff to serve as journal secretary and secretary to Mrs. Gordon.

Plans for the first issue of the journal were developed in the winter of 1960-61, and a promotional brochure was widely distributed in the spring of 1961, with excellent response. By the time the first issue was published, the number of subscribers was sizable, and there has been a steady flow of subscriptions since the first issue appeared. Approximately half of our subscribers are from the management and labor communities, while the other half consists of academic persons, libraries, and other institutional subscribers in the United States and foreign countries. The first issue was favorably reviewed in a number of publications, such as the Monthly Labor Review, the Daily Labor Reporter, and various library journals.

Plans for the Research and Training Program in Comparative Developmental Studies were developed in 1960-61, and the program was initiated during the current academic year, with the support of a five-year grant from the Carnegie Corporation. It is designed to bring together scholars from a number of disciplines whose research interests lie in the field of social and economic development, with a view to encouraging continuous interchange of ideas, obtaining more effective support for research than would be available on an individual basis, and stimulating the training of graduate students. Members of the group include David Apter, Reinhard Bendix, Walter Galenson, David Landes, Harvey Leibenstein, Seymour M. Lipset, William Petersen, Henry Rosovsky, H. F. Schurmann, and Neil Smelser. Arthur M. Ross has also regularly attended the seminar which the group has been holding this year, partly on an ex-officio basis, and partly as an active participant.

For the present, chairmanship of the group will rotate from year to year. Seymour M. Lipset has been serving as chairman in 1961-62, and Reinhard Bendix has been elected chairman for 1962-63.

Plans for the study of Unemployment and the American Economy were first discussed in the spring of 1961. It had become apparent that automation and an unsatisfactorily high unemployment rate were likely to pose a serious challenge to the American economy for some years to come, with important implications for industrial relations and collective bargaining as well as for national economic policy. Moreover, it was clear that the prospect of obtaining substantial foundation support for such a project was extremely favorable and that government agencies would be most interested in cooperating through providing access to data and possibly, to some extent, through supplementary financial support.

At an early stage in the discussions it was decided that the project should consist of a number of inter-related studies--some strongly policy-oriented and others concerned with an analysis of basic underlying factors--and that both general economists and labor economists should be involved. An informal planning committee, composed of representatives of the Economics Department and the Institute, held meetings throughout the summer of 1961, and by early fall a final outline was beginning to emerge. The plans call for 15 sub-projects arranged under three general headings: (1) U. S. employment goals, (2) the outlook for labor demand and labor supply, and (3) labor market policies. Members of the Economics Department who have agreed to assume responsibility for individual studies include R. A. Gordon, Tibor Scitovsky, Hyman Minsky, Albert Fishlow, and Bernard Saffran. From the Institute staff, active participants in the project will include Arthur M. Ross, Margaret S. Gordon, Joseph W. Garbarino, George Strauss, Lloyd Ulman, Paul Jacobs, and Ida R. Hoos. In addition, David Matza of the Sociology Department will undertake a community study focussed on the problem of youth and unemployment. The plans also call for several other studies which we regard as essential to the over-all objectives and which we may in some cases arrange to have carried out by individuals at other institutions.

The entire project will be coordinated by Arthur M. Ross, Director of the Institute, and R. A. Gordon, Chairman of the Economics Department. Administratively it will be located in the Institute, under Ross's direction.

One feature of the project proposal to which we attach considerable importance is its provision for a substantial number of dissertation fellowships and research assistantships. Through this means, we hope not only to enrich the project by stimulating young scholars to work on various facets of the problem under the direction of faculty members, but also to augment the resources which can be drawn upon to attract promising graduate students to the Berkeley campus.

Apart from these new developments, our regular research and publication program has continued to be very active, as the detailed information which follows indicates. Institute staff members also continue to receive frequent requests to serve on public advisory committees, to testify before congressional committees, and to engage in other public service activities.

A. Publications, May 1960 to Date

PUBLICATIONS ISSUED

Books:

Employee Rights and the Employment Relationship, by Howard M. Vollmer
(Berkeley and Los Angeles: University of California Press, 1960).

Working Class Suburb: A Study of Auto Workers in Suburbia, by Bennett M. Berger (Berkeley and Los Angeles: University of California Press, 1960).

Trade Union Democracy in Western Europe, by Walter Galenson (Berkeley and Los Angeles: University of California Press, 1961).

Injury and Recovery in the Course of Employment, by Earl F. Cheit (New York: John Wiley & Sons, Inc., 1961).

Scientists in Industry: Conflict and Accommodation, by William Kornhauser (Berkeley and Los Angeles: University of California Press, 1962).

Proceedings of Conferences:

Current Trends in Collective Bargaining, addresses by David L. Cole, William H. Smith, Arthur J. Goldberg, and Arthur M. Ross (1960).

Social Security in the United States, lectures by Robert J. Myers, Eveline M. Burns, James P. Dixon, and Arthur Kemp (1961).

Reprints:

No. 143. "Aging and Income Security," by Margaret S. Gordon. Reprinted from Aging and Society: A Handbook of Social Gerontology, 1960.

No. 144. "Changing Patterns of Industrial Conflict," by Arthur M. Ross. Reprinted from Proceedings of the Twelfth Annual Meeting of the Industrial Relations Research Association, 1960.

No. 145. "Personnel Offices and the Institutionalization of Employee Rights," by Howard M. Vollmer and Patrick J. McGillivray. Reprinted from Pacific Sociological Review, 1960.

No. 146. "The Development of Personnel Administration in Western Europe," by F. T. Malm. Reprinted from California Management Review, 1960.

No. 147. "The Older Worker and Retirement Policies," by Margaret S. Gordon. Reprinted from Monthly Labor Review, 1960.

- No. 148. "When the Computer Takes Over the Office," by Ida Russakoff Hoos. Reprinted from Harvard Business Review, 1960.
- No. 149. "The Cultural and Political Setting of Economic Rationality in Western and Eastern Europe," by Reinhard Bendix. Reprinted from Value and Plan, 1960.
- No. 150. "Early Industrialization and the Laboring Class," by Herbert Blumer. Reprinted from Sociological Quarterly, 1960.
- No. 151. "Work Satisfaction and Industrial Trends in Modern Society," by Robert Blauner. Reprinted from Labor and Trade Unionism, 1960.
- No. 152. "The Structure of Enterprise in the Nineteenth Century: The Cases of Britain and Germany," by David S. Landes. Reprinted from Proceedings of the Eleventh International Congress of Historical Sciences, 1960.
- No. 153. "The Validation of Selection Tests in the Light of the Dynamic Character of Criteria," by Edwin E. Ghiselli and Mason Haire. Reprinted from Personnel Psychology, 1960.
- No. 154. "Captain of a Mighty Host: A Note on the Retirement of John L. Lewis," by John Hutchinson. Reprinted from The Yale Review, 1960.
- No. 155. "Wage Escalation and Wage Inflation," by Joseph W. Garbarino. Reprinted from American Statistical Association, 1959 proceedings of the Business and Economic Statistical Section, 1961.
- No. 156. "Labour and Indian Development," by Van D. Kennedy. Reprinted from United Asia, 1961.
- No. 157. "American Trade Unionism--Past and Present: 1. The Development of Trades and Labor Unions. 2. Unionism and Collective Bargaining in the Modern Period," by Lloyd Ulman. Reprinted from American Economic History, 1961.
- No. 158. "Changing Social Structures," by Clark Kerr. Reprinted from Labor Commitment and Social Change in Developing Areas, 1961.
- No. 159. "Industrial Conflict and Unions," by William H. Knowles. Reprinted from Labor Commitment and Social Change in Developing Areas, 1961.
- No. 160. "Some Social Determinants and Consequences of Union Membership," by Ruth Kornhauser. Reprinted from Labor History, 1961.
- No. 161. "Party Systems and the Representation of Social Groups," by Seymour Martin Lipset. Reprinted from European Journal of Sociology, 1961.

- No. 162. "Industrialism and World Society," by Clark Kerr, John T. Dunlop, Frederick Harbison, and Charles A. Myers. Reprinted from Harvard Business Review, 1961.
- No. 163. "Private and Governmental Plans for the Adjustment of Interunion Disputes: Work Assignment Conflict to 1949," by J. Keith Mann and Hugh P. Husband, Jr. Reprinted from Stanford Law Review, 1961.
- No. 164. "Change and Controversy in Recent American Sociology," by Seymour Martin Lipset and Neil Smelser. Reprinted from British Journal of Sociology, 1961.
- No. 165. "Industrialism and Industrial Man," by Clark Kerr, Frederick Harbison, John T. Dunlop, and Charles A. Myers. Reprinted from International Labour Review, 1961.
- No. 166. "Swedish Trade Unions and the Social Democratic Party: The Formative Years," by Donald J. Blake. Reprinted from Scandinavian Economic History Review, 1961.
- No. 167. "Rise of the Labour Movement in Jamaica," by O. W. Phelps. Reprinted from Social and Economic Studies, 1961.
- No. 168. "Why the American Labor Movement Is Not Socialist," by Walter Galenson. Reprinted from The American Review, 1961.
- No. 169. "A Study of Perceived Need Satisfactions in Bottom and Middle Management Jobs," by Lyman W. Porter. Reprinted from Journal of Applied Psychology, 1961.
- No. 170. "Work and Patterns of Retirement," by Margaret S. Gordon. Reprinted from Aging and Leisure: A Research Perspective into the Meaningful Use of Time, 1961.
- No. 171. "Social Stratification and the Political Community," by Reinhard Bendix. Reprinted from European Journal of Sociology, 1961.
- No. 172. "The Soviet Wage Reform," by Walter Galenson. Reprinted from Proceedings of the Thirteenth Annual Meeting of the Industrial Relations Research Association, 1961.
- No. 173. "The New Opportunities for Industrial Relations," by Clark Kerr. Reprinted from Arbitration and Public Policy, 1961.
- No. 174. "Economic Relations Between the Soviet Union and Communist China," by Walter Galenson. Reprinted from Study of the Soviet Economy, 1961.
- No. 175. "The Prospects for Industrial Conflict," by Arthur M. Ross. Reprinted from Industrial Relations, 1962.

- No. 176. "The Lower Classes and the 'Democratic Revolution'," by Reinhard Bendix. Reprinted from Industrial Relations, 1962.
- No. 177. "Technical Progress, the Production Function and Dualism," by Harvey Leibenstein. Reprinted from Banca Nazionale del Lavoro Quarterly Review, 1962.
- No. 178. "Discrimination Against Women in Bombay Textiles," by Ralph C. James. Reprinted from Industrial and Labor Relations Review, 1962.
- No. 179. "Some Thoughts on the Nature of Economic Imperialism," by David S. Landes. Reprinted from Journal of Economic History, 1962.
- No. 180. "A Changing American Character?" by Seymour Martin Lipset. Reprinted from Culture and Social Character, 1962.
- No. 181. "Union Reactions to Unilateral Changes in Work Measurement Procedures," by Malcolm H. Gotterer. Reprinted from Personnel Psychology, 1962.

PUBLICATIONS AT THE PRESS

Books:

Labor and Developing Economies, edited by Walter Galenson (University of California Press).

Organization Theory in Industrial Practice, edited by Mason Haire (John Wiley & Sons, Inc.).

Aging and Personality: A Study of Eighty-Seven Older Men, by Suzanne Reichard, Florine Livson, and Paul G. Petersen (John Wiley & Sons, Inc.).

Government of the Steel Workers Union, by Lloyd Ulman (John Wiley & Sons, Inc.).

TO BE PUBLISHED

Books:

Occupational Disability and Public Policy, edited by Earl F. Cheit and Margaret S. Gordon (John Wiley & Sons, Inc.).

Popular Pamphlets:

The Older Worker, by Betty V. H. Schneider.

Reprints:

"Wage Structure and Administration in the Soviet Industry," by Walter Galenson. To be reprinted from a volume on Wage Structure.

"Trade Unions and Social Structure: Part I and Part II," by Seymour M. Lipset. To be reprinted from Industrial Relations.

"Work Injuries and Recovery: Part I and Part II," by Earl F. Cheit, and "Medical Expenses and Choice of Plans: A Case Study," by Burton I. Wolfman. To be reprinted from Monthly Labor Review.

"Michels' Theory of Political Parties," by Seymour M. Lipset. To be reprinted from Political Parties.

"Bargaining Strategy and the Form of Contracts," by Joseph W. Garbarino. To be reprinted from Industrial Relations.

"Income Security Programs and the Propensity to Retire," by Margaret S. Gordon. To be reprinted from a volume of papers presented at the 1960 Social Science Research seminar of the International Association of Gerontology.

"Prosperity and Labor Relations in Europe: The Case of West Germany," by Arthur M. Ross.

"Influences of the Economic Environment on the Structure of the Steel Workers Union," by Lloyd Ulman. To be reprinted from the Proceedings of the Fourteenth Annual Meeting of the Industrial Relations Research Association, 1961.

"Changes in Labor Relations at the Plant Level," by George Strauss. To be reprinted from Industrial Relations.

"Seniority, Bureaucracy, and the 'Living Law'," by Philip Selznick and Howard Vollmer. To be reprinted from Industrial Relations.

B. Research in Progress

The Institute's research program is concerned with seven broad areas of investigation: Labor-Management Relations; Wages and Related Problems; Economic Security Programs; the Labor Market and Labor Mobility; the Labor Movement, Social Groups and Industrialization; Industrial Psychology and Sociology; and Comparative Developmental Studies. The program will be summarized under these headings.

LABOR-MANAGEMENT RELATIONS

1. Labor Relations in Public Employment. Melvin K. Bers.

Numerous recent developments at both the federal and state levels have resulted in growing recognition of collective bargaining procedures in public employment. Yet, there has been very little research on the special problems involved in collective bargaining in public employment or on the reasons for the considerably more extensive organization of public employees in Western Europe than in the United States. Dr. Ber's study, which will extend over a two-year period, will undertake an extensive analysis of these questions.

2. The Trusteeship Concept of Corporate Management. Earl F. Cheit.

This study, to be initiated in 1962-63 and to extend over several years, will be concerned with the trusteeship concept of corporate management and its economic implications, including those for labor-management relations.

3. Labor and Management in a Free Society. Clark Kerr.

A volume of Kerr's papers dealing with the broader aspects of industrial relations and collective bargaining is being prepared for publication with the editorial assistance of Dr. Betty Schneider.

4. Inter-Industry Bargaining Patterns on the West Coast, 1946-1960. Harold L. Levinson.

An analysis of the role of "key" bargains in West Coast negotiations, particularly in those industries in which the parties have a considerable amount of autonomous decision-making power. Professor Levinson completed the research on this project during a year's leave of absence from the University of Michigan which was spent at our Institute. He is now engaged in writing a volume reporting on his findings.

5. Studies of Labor-Management Relations in Selected European Countries. Arthur M. Ross.

A group of studies based on material collected during a sabbatical leave in Europe in the spring and summer of 1961. Articles dealing with recent

developments in labor-management relations in Western Germany, France, and Italy have been completed and submitted for publication. An additional article dealing with developments in the United Kingdom is being prepared. This group of studies, supplemented by other materials, will probably eventually be published as a monograph.

WAGES AND RELATED PROBLEMS

1. Comparative Analysis of Productivity Increases in Industrialized Countries and Underdeveloped Areas. Walter Galenson.

An analysis of comparative rates of productivity increases in a large number of countries, with particular reference to the period since World War II. The results will be partially reported in a paper to be presented at the next meeting of the International Economics Association. Galenson's paper will be one of a number of papers on various aspects of productivity to be presented in a group of sessions which are being planned under the chairmanship of Clark Kerr, with the assistance of Marjorie Galenson.

ECONOMIC SECURITY PROGRAMS

1. Occupational Disability. Earl F. Cheit and others.

Cheit's volume entitled Injury and Recovery in the Course of Employment, which was based on a large-scale study conducted under a grant from the Ford Foundation, has been published. A second volume of papers by experts in the United States and Canada, edited by Cheit and Margaret S. Gordon, on Occupational Disability and Public Policy, is nearing completion. It has been accepted for publication by Wiley, and will be forwarded to the Publisher in the spring of 1962.

2. The Economics of Welfare Policies. Margaret S. Gordon.

An analysis of welfare policies in the United States, with special reference to the contributions of professional economists to the literature on issues of public policy in the welfare field. Particular attention is devoted to the economic affects of the Old Age Survivors and Disability Insurance program, the Unemployment Insurance program, and public assistance. The paper is one of a group of papers by economists dealing with the economic aspects of health, education, and welfare, which is being prepared under the auspices of the Ford Foundation.

THE LABOR MARKET AND LABOR MOBILITY

1. Unemployment and the American Economy.

A group of interrelated studies for which plans have been developed within the last year, and which will be undertaken during the period from July 1, 1962 to June 30, 1966. The project is described in the introductory section of the report. Individual parts of the project will include the following:

(1) What Should Our Employment Goals Be?

- a. A re-evaluation of concepts and methods of measuring aggregate unemployment and types of unemployment.
- b. A study of employment goals for the United States. R. A. Gordon.
- c. A study of wage policy, inflation, and full employment. Joseph W. Garbarino.

(2) What is the Outlook for Labor Demand and Labor Supply?

- a. An analysis of the outlook for aggregate demand--both for GNP and for labor--during the next decade.
- b. Automation, economic dislocation, and unemployment. Tibor Scitovsky.
- c. A case study of structural unemployment in the mining industry. Bernard Saffran.
- d. An analysis of selected factors influencing the behavior of the supply of labor. Margaret S. Gordon.
- e. The convertibility of the labor force. Hyman P. Minsky.

(3) Labor Market Policies.

- a. Management measures to ameliorate the impact of declining demand for labor. George Strauss.
- b. Selected problems connected with job protection programs. Lloyd Ulman.
- c. The displaced worker: a study of the impact of unemployment on the unemployed and their families. Paul Jacobs.
- d. A study of the role of unemployment compensation in a program of labor market adjustment.
- e. Education and labor adjustment. Albert Fishlow.

f. Youth and unemployment: a community research and action project. David Matza and Ida R. Hoos.

g. Labor market policy in the United States. Arthur M. Ross.

2. The Employment Problems of Older Women. Emily H. Huntington.

A study of the employment problems of approximately 600 employed and unemployed women aged 40 or more in the San Francisco Bay Area. A volume reporting on the results of this study, which was conducted with the cooperation of the Heller Committee for Research in Social Economics, is in the final stages of revision.

3. The Economics and Politics of the Labor Market. Clark Kerr.

A second volume of collected papers by Kerr dealing with wage determination, the operation of the labor market, and labor mobility is being prepared for publication with the assistance of Marjorie Galenson.

4. Job Rights and Due Process in Modern Industry. Philip Selznick.

Studies of the changing nature of job rights approached from the point of view of the sociology of the law. A volume reporting on the results of this study is nearing completion and an article dealing specifically with employee attitudes toward seniority by Selznick and Howard Vollmer is to be published in the third issue of Industrial Relations.

THE LABOR MOVEMENT, SOCIAL GROUPS, AND INDUSTRIALIZATION

1. Trade Union Activities in Professional Associations. Joseph W. Garbarino.

A brief study which will probably be published in the form of an article.

2. Corruption in the American Labor Movement. John Hutchinson.

A lengthy volume reporting on the results of an intensive historical study of corruption in various parts of the American labor movement is nearing completion. Particular attention is devoted to the relationship between the characteristics of employment in various industries and the emergence of corruption in the labor movement in those industries.

3. The Impact of Social Structure on Trade Unionism. Seymour M. Lipset.

A group of studies which has been conducted as part of a broader study of labor in a free society, under the auspices of the Fund for the Republic. The results were partially reported in the two-part article which appeared in the first two issues of Industrial Relations. In addition, a lengthy paper on white-collar unionism has been completed and will probably form part of a monograph dealing with the relationship between social structure and unionism in various fields, with particular reference to cross-national comparisons.

4. The Government of the Steelworkers Union. Lloyd Ulman.

A volume based on this study has been accepted for publication by Wiley as part of a group of volumes dealing with the government of various unions. The entire series is edited by Walter Galenson, and was conducted as part of the study of labor in a free society under the auspices of the Fund for the Republic. Ulman has also completed a paper dealing with influences of the economic environment on the structure of the steelworkers union, which was presented at the 1961 Annual Meeting of the Industrial Relations Research Association.

INDUSTRIAL PSYCHOLOGY AND SOCIOLOGY

1. Cultural Patterns in the Role of the Executive. Mason Haire, Edwin Ghiselli, and Lyman Porter.

A three-year study of the differences in the way society perceives the executive and in the way the executive perceives his own role in various countries. Arrangements have been completed for administering an identical questionnaire to management groups in approximately 14 countries, including various European countries, the United States, Japan, and several Latin American countries. The questionnaire was mailed to a large sample of members of the American Management Association some time ago and a group of articles reporting on the results of this part of the study has been prepared by Lyman Porter. The study is supported by a sizable grant from the Ford Foundation.

COMPARATIVE DEVELOPMENTAL STUDIES

The organization of the Research and Training Program in Comparative Developmental Studies has been described in the introduction to this report. Current research interests of members of the group are in the following areas:

1. The Politics of Economic Development. David Apter.
2. Class Relations in Developing Societies. Reinhard Bendix.
3. Social Legislation and Problems of Development. Walter Galenson.
4. The Formation of an Industrial Labor Force in Selected Countries of Western Europe. David Landes.
5. Studies in the Theory of Economic Development. Harvey Leibenstein.
6. United States History Viewed as the Resolution of Problems of Development of a New State. Seymour M. Lipset.

7. Selected Studies of Various Aspects of Contemporary India. David Mandelbaum.
8. Japanese Economic Development. Henry Rosovsky.
9. Social Movements in the Balkan Countries. Neil Smelser.

One of the group's major activities during the next year and a half will be the preparation of a volume on theory and research in comparative development. The general purpose of the volume will be: (a) to provide an inventory of the major developments in theory and empirical research in the comparative analysis of development; (b) to evaluate this accumulated body of thought; (c) having identified strengths and weaknesses, to extend and elaborate existing knowledge; and (d) to develop statements concerning the directions of future research.

A tentative outline of chapters includes:

1. General Introduction.
 - a. Theory and Method in Comparative Development Research (by the Group).
 - b. Intellectual Origins of Comparative Study of Development. Reinhard Bendix.
2. Analysis of Major Systems.
 - a. Social Structures--Economic. Harvey Leibenstein, Arthur M. Ross, and Walter Galenson.
 - b. Social Structures--Noneconomic. Neil Smelser and Seymour M. Lipset.
 - c. Cultural Systems. David Apter, Reinhard Bendix, and Franz Schurmann.
 - d. Personality. David Mandelbaum.
3. Analysis of Specific Social Structures and Development.
 - a. Politics of Development. David Apter, Reinhard Bendix, Seymour M. Lipset, and Franz Schurmann.
 - b. Stratification and Development. Reinhard Bendix, Seymour M. Lipset, and David Mandelbaum.
 - d. Kinship and Development. Walter Galenson, David Landes, Arthur M. Ross, and Neil Smelser.
 - e. Demographic Aspects of Development. Harvey Leibenstein.
4. Special Topics in Research and Policy.
 - a. Analysis of Simple Systems and Their Relevance for Complex Systems. David Mandelbaum.

- b. Historical Analysis of Development in Advanced Societies Considered in Terms of its Relevance for Contemporary Aspects of Development. David Landes and Henry Rosovsky.
- c. Research and Policy. Walter Galenson.
- d. Analysis of Research and Training in the Different Aspects of Development Analysis (by the Group).

ORGANIZATION AND DECISION THEORY

The Management Science Group, which was affiliated with the Institute during its formative stages, has now become a separate Center for Research in Management Science.

III

COMMUNITY SERVICES PROGRAM

COMMUNITY SERVICES PROGRAM

Introduction

During the last two years, the Institute's off-campus program has continued to be very active, and there have been a number of innovations.

Considerable emphasis has been placed on conferences or seminars which bring together management, labor, and other groups in the community. Although we have not replaced our former Coordinator of Public Programs, we have found that these conferences can be successfully handled through the combined efforts of the Coordinators of Management and Labor Programs. Outstanding examples of this type of program during the last two years have been the Seminar on Labor-Management Arbitration, the Conference on Manpower Problems and Policies of the Sixties, the two conferences on the Landrum-Griffin Act, and the Annual Labor-Relations Conference.

An important innovation in our labor program was the presentation of the first Labor Residential Institute in the summer of 1961--to be repeated in the summer of 1962. Conducted under the general auspices of the National Institute of Labor Education, the program was one of three held on university campuses in the summer of 1961--the other two universities selected for the initial institutes were Cornell and Michigan.

Under our management program, the chief new developments have been the monthly Labor and Economic Policy Seminar, conducted under the leadership of Arthur M. Ross in 1961-62, and the monthly Personnel Administration Seminar, which has met regularly during the last two years. The first of these groups is particularly designed to bring together management representatives, lawyers, and members of the University faculty for intensive discussion of public policy issues, while the second places considerable emphasis on acquainting personnel administrators with research findings. Meanwhile, responsibility for assisting in program planning for several other groups which have been in existence for a number of years, e.g., the Supervisors' Forum and the Industrial Relations Alumni Association, has been transferred to Business Administration Extension.

Among the specific activities in 1960-62 have been the following:

1. Management Discussion Groups

a. Personnel Administration Seminar

A monthly dinner seminar for individuals responsible for the direction of personnel in Bay Area industrial firms. Meetings feature guest speakers on topics of current interest, e.g., Mason Haire, Department of Psychology, UC, "Personnel Implications of the Current Interest in Organization Theory"; George Strauss, Professor of Business Administration, University of Buffalo, "Management Development: Where Is It Going?"; Herbert Blumer, Professor of Sociology, UC, "The Racial Situation in American Society with Special Reference to the Employment

Situation"; Miss Rosemary Stewart, Acton Trust Society, London, "Personnel Problems of British Management." The attendance ranges from 30 to 40 persons.

b. Industrial Relations Seminar

A monthly dinner seminar for industrial relations department heads and association executives from the greater Bay Area. Seminar meetings generally emphasize current research in industrial relations or recent labor legislation, e.g., Max D. Kossoris, Regional Director, U. S. Bureau of Labor Statistics, "Work Rules in the West Coast Longshore Industry"; Robert Littler, San Francisco Attorney, "Industrial Relations Implications of the Presidential Election"; Fred G. Lesieur, Lecturer in Industrial Relations, MIT, "The Scanlon Plan: A Frontier in Labor-Management Cooperation." Attendance ranges from 30 to 40 persons.

c. Management University Seminar

A seminar on the philosophy of management. The aim of the seminar is to discuss basic problems of management rather than day-to-day operating questions. The seminar is invitational and is composed of 15 top executives from a variety of Bay Area industries. The seminar, which has been temporarily discontinued during Professor Mason Haire's absence in Europe, will be resumed under his leadership in the fall of 1962.

d. Labor and Economic Policy Seminar

An invitational monthly dinner seminar under the chairmanship of Arthur M. Ross. The seminar is composed of representatives from industry, the University, and the legal profession. Members meet to analyze the political implications of economic and technological change, with particular reference to industrial relations policies. Recent discussion topics have been: The Problem of Persistent Unemployment; The Question of Wage and Price Restraint; The Impact of Automation in Labor Relations; The CED Report on Collective Bargaining; Economic and Labor Policies of the Kennedy Administration, 1962; and Collective Bargaining in the Steel Industry. Attendance ranges from 30 to 40 persons.

2. National Institute of Labor Education: Residential Institute

The National Institute of Labor Education was formed in 1959 to act as the principal coordinating body in labor education in the United States. Composed of University and AFL-CIO representatives, it has received substantial grants from various sources and embarked on a series of programs. The first and so far the most ambitious of these has been the presentation of residential training institutes on the campuses at Cornell, Michigan State, and California. Each program lasts for ten weeks and is designed to provide a liberal arts training for the participants. Enrollment in the institutes is limited to 20 students and essentially to full-time officials.

The Berkeley 1961 program began on June 25th. Four basic ten-week courses were offered. "Labor History and Philosophy" was taught by Walter Galenson. "American Government and Politics" was taught by Devere Pentony of San Francisco State. "Economic Problems of the 1960's" was taught by William Goldner. A combination course in psychology and sociology entitled "Man and Society" was given by Richard Lazarus and Seymour Martin Lipset. A special day-long seminar was given each Wednesday. The topics discussed included "Discussion Methods," by Harry Miller of New York University; "Occupational Frontiers of Trade Unionism in the United States," by Everett Kassalow, Director of Research, Industrial Union Department, AFL-CIO; "Social Psychology," by Goodwin Watson of Columbia University; "Unconventional Warfare and Social Change," by Janusz Zawodny of San Francisco State College; "Problems of Underdeveloped Nations," by Van Dusen Kennedy; "The Competence of Free Men," by Jack London; and "Union Democracy and Public Review," by Jack Stieber of Michigan State.

Special evening sessions were held on Tuesdays and Thursdays of most weeks. The subjects and speakers were "U. S. Foreign Policy," by Richard Cox; "Technology and Institutions," by Leon Lee of San Jose State College; "World Peace and the Arms Race," by Benjamin Seaver of the American Friends Service Committee; "Industrial Relations in the USSR," by Walter Galenson; "Pre-Paid Health Plans," by E. Richard Weinerman of El Cerrito; "Moon-lighting and Automation," by Ralph Bergmann, Director of Research, United Rubber Workers of America; "Farm Labor Problems," by Ernesto Galarza, formerly of the National Agricultural Workers Union; "Communist China and the UN," by Dr. Pentony; "Arbitration," by John Troxel of Stanford University; "International Conflict," by Robert North of Stanford University; "The Economics of Full Employment," by David Lasser, Director of Research, International Union of Electrical Workers; "International Trade," by Cornelius Visser of San Francisco State College; "Labor Education," by Joseph Mire of NILE; "Unions and the Legislatures," by Donald Vial, Director of Research, California Labor Federation; "The Soviet Image of America," by Julian Towster; "Workmen's Compensation," by Earl Cheit; "The Norwegian Labor Movement," by Odd Jacobsen, Vice-President, National Union of Telegraph Superintendents and Fritz Torgersen, Secretary, Norwegian Confederation of Salaried Employees, Norway; and "Social Planning and Trade Unions," by Joseph Maldonado, Executive Director, Alameda County Council of Social Planning.

Other offerings during the institute included a five-week course in reading skills, a weekend seminar on "The Role of Religion in America" at Santa Rosa, a visit to the union health center at Santa Rosa, tours of the Berkeley campus, and a visit to the 6th Army headquarters at Fort Ord. Students at the institute were also encouraged to embark on research projects of their own and a number of them did so. The course will be repeated in 1962.

3. Manpower Problems and Policies of the Sixties

A three-day conference held in cooperation with the National Manpower Council of Columbia University at Del Monte Lodge, May 3-5, 1961.

Invitations to the conference were issued by President Clark Kerr. Approximately 42 persons from the three Pacific Coast states, representing management, labor, government, education, and community groups attended. Topics and chairmen of the various sessions were as follows: Manpower Resources during the 1960's: Regional and National Trends, chairman, Henry David, President, The New School for Social Research (New York); New and Continuing Manpower Problems, chairman, Margaret S. Gordon, Associate Director, Institute of Industrial Relations (Berkeley); Manpower Goals for the 1960's, chairman, Frederick Meyers, Institute of Industrial Relations (Los Angeles); Conference Summary Session, chairman, Bryna Ball, Director, National Manpower Council. A prepared paper was presented at the opening session by Max D. Kossoris, Regional Director, Bureau of Labor Statistics. At an evening session on May 4, Dr. Lee A. DuBridge, President, California Institute of Technology, spoke on The Manpower Implications of Scientific and Technological Developments in the 1960's.

The program was one of a group of regional conferences planned by the National Manpower Council in preparation for the final summarization and conclusion of its 10-year series of studies on manpower problems.

4. Health Insurance for the Older Worker

On March 24, 1960, a one-day conference on health insurance for older workers was held in cooperation with the California Labor Federation at the Fairmont Hotel, San Francisco. The principal addresses at the conference were: "The Older Worker in America," Arthur M. Ross; "The Health of the Older Worker," Lester Breslow, Director, Bureau of Chronic Diseases, California State Department of Public Health; "Health Insurance for the Older Worker," Ted Silvey, Department of Social Security, AFL-CIO; and "The Responsibility of the Community for the Older Worker," Albin J. Gruhn, President, California Labor Federation. Panelists and other contributors at the conference included Dr. Allen Voigt, Chairman, California Joint Council to Improve the Health Care of the Aged; Mrs. Jane W. McKaskle, Area Deputy, State Department of Social Welfare, San Francisco; Dr. Sedgwick Mead, Medical Director, California Rehabilitation Center; John Despol, General Vice-President, California Labor Federation; Dr. John Morrison, President, Alameda-Contra Costa Medical Society; Chester Root, Regional Manager, Pacific National Life Assurance Company; Avram Yedidia, Consultant, Kaiser Health Foundation; and Don Vial, Director of Research California Labor Federation. Some 200 people attended the conference.

5. Supervisor's Forum Spring Conference

A one-day conference for line supervisors was held on May 13, 1961. Representatives attended from throughout Northern California. The conference was planned in cooperation with the Supervisor's Forum and Institute-sponsored monthly discussion group. The theme of the conference was "Management's Role in Our Changing Economy." The keynote address was given by S. C. Clark, Coordinator, Organization and Management Development,

Food, Machinery, and Chemical Corporation, San Jose. Attendees participated in discussion groups led by Lyman W. Porter, Psychology Department, UC, on "Human Factors in Supervision"; George Strauss, Visiting Professor of Business Administration, UC, on "New Developments in Labor Relations"; George P. Redman, Associate in Industrial Engineering, UC, on "The Effects of Automation and Technical Change"; Cornelis Visser, Department of World Business and Transportation, San Francisco State College, on "Industry and International Trade"; and Donald G. Woodworth, Institute of Personality Assessment and Research, UC, on "Communications and the Industrial Organization." 93 persons attended.

6. Railroad Labor Conferences

The fourth annual Railroad Labor Conference was held at International House on June 24-25, 1960. Speakers at the conference included George Hildebrand on "The Future of the Railroad Industry"; Samuel Phillips, Assistant President, Brotherhood of Locomotive Firemen and Enginemen, on "The Prospects for Railroad Labor"; Roland Davis, Attorney, on "Railroad Labor and the Landrum-Griffin Act"; and Dr. Peter Odegard on "Organized Labor and Politics." A number of panel discussions also took place. About 150 railroad employees attended the conference.

A one-day conference for railroad union representatives was held at International House on July 8, 1961. Karl Ruppenthal of Stanford University addressed the conference on "Merger in the Railroad Industry, and was followed by a panel discussion. Charles P. Luna, Assistant President of the Brotherhood of Railroad Trainmen spoke on current issues in railroad negotiations. Harold Huxley, Regional Director of the Bureau of Labor-Management Reports, discussed "Railroad Labor and the Landrum-Griffin Act." About 120 railroad union representatives attended the conference.

7. Consumer Program

The final conference in the consumer program conducted since 1957 was held in Fresno on June 18-19, 1960. A number of addresses were given by Attorney General Stanley Mosk, Dr. Peter Odegard, California Consumer Counsel Helen Nelson, Dr. Colston Warne of Consumers Union, and others. The meeting was followed by the formal organization of the California Consumers Association.

8. Seminar on Labor-Management Arbitration

Eight two-hour sessions, held in the fall of 1960, to consider practical problems of preparing and presenting arbitration cases, principal types of evidence in discipline, seniority, classification and other disputes, legal problems of enforcement and judicial review, and potential improvements in the arbitration process. The seminar was led by Arthur M. Ross and was attended by 40 representatives of management and labor, government officials, and attorneys.

9. American Federation of Teachers, Summer School

The fifth annual AFT summer school was held from August 1-5, 1960. The mornings of the week-long school were taken up by a one-unit course on "Education and American Society," given by Martin Trow of the Departments of Sociology and Education. In the afternoons a one-unit course on "Political Leadership" was given. The speakers in this course were Seymour M. Lipset, Leslie Lipson, John Schaar, and Professor D. W. Brogan of Cambridge University. Some 50 students and teachers participated in the course.

The sixth annual AFT summer school was held July 31-August 4, 1961. As in the previous year, two one-unit courses were offered. The morning sessions were taken up by a course on "Social Research and Educational Practice," given by Martin Trow. The afternoon course was "Great Issues in Politics." The speakers in the latter course were Julian Towster, Herbert McCloskey, Ernest B. Haas, Victor Ferkiss, and Jack London. About forty teachers participated in the two courses.

10. Office Employees Conference

The Institute participated in a one-day conference on "America's Image Abroad," presented on October 6, 1960 by Local 29 of the Office Employees International Union. The Coordinator of Labor Programs addressed the conference on "Labor and International Affairs."

11. Seminars for Management Groups

a. Management Workshops in Medical Programs for Western Industry

A three-day program presented September 12-14, 1960, in cooperation with the Department of Preventive Medicine, University of California School of Medicine, San Francisco. Participants discussed and presented specific problems in the major fields of employee health and occupational medicine. Program chairman was C. H. Hine, M.D., Associate Clinical Professor of Preventive Medicine. Co-chairmen were A. G. Churchill, M.D., Clinical Instructor in Preventive Medicine; S. P. Lucia, M.D., Chairman, Department of Preventive Medicine; and Arthur M. Ross, Director, Institute of Industrial Relations. Attendance was limited to 15.

b. Seminar on Industrial Research and Development

Seven four-hour sessions on the managerial aspects of industrial research and development projects presented in November and December 1960. Speakers included Samuel G. Trull, School of Business Administration, UC; George Strauss, University of Buffalo; Ernest M. Card, Jr., Wage and Salary Administrator, Food Machinery and Chemical Corporation, San Jose; Rene D. Zentner, Patent Division, Sheel Development Co.,

Emeryville; Robert M. Oliver, Industrial Engineering Department, UC; Malcolm C. Williams, Director of Financial Operations, Lockheed Aircraft Corporation, Sunnyvale; and Donald G. Woodworth, Institute of Personality Assessment and Research, UC. Attendance was limited to 18 department heads from Bay Area industrial organizations.

c. Human Factors in Supervision and Leadership

Offered three times in 1960-61, this program consisted of six 5½-hour meetings designed to provide the fundamentals of sound management practices for those who carry supervisory responsibilities at middle levels of management. Dual instruction by Samuel G. Trull, School of Business Administration, and Lyman W. Porter, Department of Psychology. Attendance was limited to 25 middle management representatives from Bay Area industries.

d. Advanced Aspects of Communications

Meetings were held on three successive Tuesdays in August 1961 from 9 a.m. to 4 p.m. Seminar sessions covered organizational aspects of communications, technology of communications, and communications analysis. A distinctive feature of this seminar was the use of closed-circuit television and video-tape recordings in analyzing communications. Instructors were Donald G. Woodworth, Institute of Personality Assessment and Research, UC, and Samuel G. Trull of the School of Business Administration. Attendance was limited to 15 selected middle management representatives from Bay Area industries.

e. Human Factors in Supervision and Leadership

Six 5½-hour meetings, held in the fall of 1961, designed for University of California Personnel. Participants discussed the problems met by those who carry supervisory responsibilities at the University. Dual instruction by Samuel G. Trull, School of Business Administration, and Donald G. Woodworth, Institute of Personality Assessment and Research.

f. Employee Development Seminar

Six 5-hour sessions on the major aspects of employee development, held from December 7, 1961 to January 11, 1962. F. Theodore Malm, School of Business Administration, UC, led the discussion of standards of performance, job duties, and functional relationships; David S. Roberts, Moore Business Forms, spoke on managerial abilities, presenting a guide for individual evaluation and planning; Donald G. Woodworth, Institute of Personality Assessment and Research, UC, discussed personnel evaluation and predicting performance; Harrison Gough, Psychology Department, UC, discussed testing and selection; Phil Sorenson, Stanford Research Institute, covered development opportunities, training, and their evaluation; and Samuel G. Trull, School of Business Administration, UC, spoke on future demands of the organization, organizational objectives, and attitudes. William E. Rogin, Coordinator of Management Programs, UC, served as seminar leader. Attendance was limited to 22.

12. California Labor Federation Institute

The 12th annual Federation institute was held in San Francisco on December 5-8, 1960. The topic of the four-day conference was "American Labor and Economic Growth." The speakers at the conference included Leon Keyserling, President, Conference of Economic Progress, on "Main Issues in Economic Growth"; Dr. R. A. Gordon on "Public and Private Investment"; Stanley Rutenberg, Director of Research, AFL-CIO, on "Prescription for Growth"; Earl F. Cheit on "Economic Growth and Economic Security"; James Stern, UAW, on "Economic Growth and Collective Bargaining"; Mrs. Mildred Brady of Consumers Union on "Economic Growth and Consumer Protection"; James Longstreet on "Private Investment and the National Economy"; Carroll J. Lynch, Consultant, on "Health, Welfare, and Pension Fund Investments"; and Harry Polland, Economist, on "Trade Union Investments and Social Purpose." A number of panel discussions also took place. About 100 union officials attended the conference.

13. Labor Press Conference

The 11th Annual Labor Press Conference was presented in cooperation with the California Labor Federation on December 9-10, 1960. The principal topic of discussion was the 1960 election. Irving Bernstein, Associate Director, Institute of Industrial Relations (Los Angeles), addressed the conference on "Labor and the 1960 Election," being followed by a panel of labor editors. Charles Hulten of the Department of Journalism, UC, spoke on "The Public Press, the Labor Press and the Election" and was also followed by a panel discussion. John H. Merryman of Stanford University spoke on "Freedom of Speech and Communication." The following day, Ralph Richardson of the Department of Speech at UCLA talked on "The Labor Press and the Public Schools." Some 40 labor editors and union newspaper committee members attended.

14. "One Year of Landrum-Griffin"

A one-day conference on the provisions and application of the Labor-management Reporting and Disclosure Act of 1959 was held in San Francisco on January 13, 1961. A similar conference had been held in the spring of 1960. Benjamin Aaron, Director, Institute of Industrial Relations (Los Angeles), addressed the conference on Title I of the Act, and was followed by contributions from Penbrooke Gochnauer, Joseph Grodin, John Jennings, and Robert Littler. Stuart Rothman, General Counsel for the National Labor Relations Board spoke on "Amendments to the Taft-Hartley Act." George Bahrs, Laurence Corbett, Robert P. Cowell, and Victor Van Bourg also participated in the discussion. About 130 people attended the conference.

15. Labor and the Free Society

The third program in this series was held at the Marine Cooks and Stewards Training School at Santa Rosa on February 24-26, 1961. Speakers at the seminar included Peter Odgaard on "The American Image Abroad"; Ralph Retzlaff on "Dictatorships and Democracies"; Tibor Scitovsky on "Military and Economic Aid"; Paul Seabury on "Civil Liberties and Civil Order"; Jack London on "The Competence of Free Men"; and Lt. General Robert Cannon, Commanding General of the U. S. 6th Army, on "The Defense of America." About 30 union representatives attended the seminar.

The fourth program in this series was held on February 23-25, 1962 at the Marine Cooks and Stewards Training School in Santa Rosa. Topics and speakers were "Labor at the Crossroads," by Walter Galenson; "Unconventional Warfare and Social Change," by Janusz Zawodny; "The Hard Way to Peace," by Benjamin Seaver; "Changes in the American Press," by Charles Hulten, Chairman, Department of Journalism, UC; "The Changing Face of Crime," by Joseph D. Lohman, Dean, School of Criminology, UC; and "The Frantic Right" by Paul Jacobs. Thirty union representatives attended the seminar.

16. Special Programs for Management Groups

a. Matson Navigation Company

Second offering of a ten-week seminar on leadership and supervision, presented to middle management personnel at Matson Navigation Company, San Francisco, in the spring of 1961. Seminar sessions covered personal relations, formal and informal organization, staff-line relationships, motivation, communications, and the development of personnel. Attendance was limited to 30 selected department heads.

b. Children's Hospital Program

A program of six 2½-hour sessions offered to 30 department heads in the fall of 1961. Emphasis was placed on managerial aspects of hospital administration.

c. Travis Air Force Base

Ten 3-hour meetings for middle management personnel (military and non-military) in the fall of 1961. An outgrowth of continued consultation with officials of Travis Air Force Base, the program was designed to provide personnel with a knowledge of the techniques, tools, and systems utilized in the management process. This program was also offered in the spring of 1962. Attendance limited to 25.

d. Park and Recreation Administrators Institute

A one-week institute presented in November 1961 and organized in cooperation with the California Association of Park and Recreation Administrators. The institute was held at Asilomar Conference Grounds, Pacific Grove, California.

Discussion covered five main topic areas. Gerald Phlen, Professor of Psychology, Los Angeles State College, covered "Leadership and Supervision"; Samuel G. Trull, Lecturer, School of Business Administration, UC, led a discussion of "Organization and Supervision"; Donald G. Woodworth, Research Psychologist, Institute of Personality Assessment and Research, UC, spoke on "Employee Attitudes"; Tore Tjresland, Associate Professor of Management School, U. S. Naval Post-Graduate School, Monterey, covered "Effective Communications"; Phillip H. Sorenson, Psychologist, Behavioral Sciences Research Program, Stanford Research Institute, led a discussion on "The Development of Personnel." William E. Rogin served as chairman for the conference, which was limited to 34 persons.

17. Retail Clerks Regional Conference

On March 13-17, 1961, in cooperation with the Washington office of the Retail Clerks International Association, the Institute presented a training program for RCIA officers from the western states. Subjects taught at the conference included labor history, labor law, collective bargaining, labor and politics, community services, local union administration and international affairs. Representatives of the Institute who taught during the week were Walter Galenson, Lloyd Ulman, and Joseph Garbarino. About 100 RCIA officers attended the conference.

18. Public Employees Conference

A one-day conference on "Collective Bargaining in Public Employment" was presented on December 2, 1961 in Oakland. This was the fifth in an annual series. Melvin K. Bers addressed the conference on "Collective Bargaining in Public Employment" and was followed by a panel discussion by various public officials. In the afternoon various members of the State Legislature conducted a mock hearing on a bill relating to the subject of the conference. About 120 persons attended.

19. Santa Clara Union Leadership Institute

Beginning on May 11, 1961, the Institute presented a six-week lecture series in cooperation with the Santa Clara Central Labor Council on problems in union leadership. Topics discussed during the series included "Effective Union Leadership," "Union Administration," "Internal Union Support," "The Communications Media," "Public Relations," and "Labor Law." Instructors during the course were Leon Lee, George Hoyt, Bud Hutchinson, Paul Williams, and James Marshall. About 30 union representatives attended the course.

20. Mental Health Program

The National Institute of Labor Education has received a major grant from the National Institute of Mental Health for a research and/or action program to be conducted in cooperation with the labor movement in the field of mental health. The Berkeley Institute has been selected as one of the grantees, and tentative approval has been given to an application for a grant to support research on problems arising out of automation and plant relocation in the automobile industry. An advisory committee composed of various faculty members is now working on a final proposal.

21. Investment Policies of Public Employee Retirement Funds

In cooperation with the Institute at UCLA and various public employee organizations, a three-day conference on the above subject was held in San Francisco on February 6-8, 1962. Speakers and topics were: "Investment Management of the Endowment Fund of the University of Texas," by James C. Dolley, Vice-Chancellor, University of Texas; "The Tools of Investment," by Rene Rothschild, Resident Manager, Reynolds and Co., Sacramento; "The Securities and Exchange Act of 1934," by Donald M. Wright, General Partner, Paine, Curtis, Jackson and Webber, Los Angeles; "Planning Effective Retirement for Public Employees," by Lewis Kearns, Manager, Financial Planning, Wellington Co., Philadelphia; and "Management Procedures for Investment Companies," by Robert S. Driscoll, Senior Partner, Lord, Abbett and Co., New York. A series of workshops were also held on various investment problems. About 80 persons attended the conference.

22. The Unionization of White Collar Workers

The Institute cooperated with the Industrial Union Department of the AFL-CIO in presenting a conference on white collar workers from October 13-15, 1961 at Santa Barbara. Topics and speakers for the conference included "New Horizons for Labor," by Brendan Sexton of the UAW; "The White Collar Worker in American Society," by Seymour Martin Lipset; "Collective Bargaining in the Public Service," by Mrs. Ida Klaus of the U. S. Department of Labor; and "Collective Bargaining in the Sixties," by Arthur M. Ross. A number of special panel sessions were also held. Some 60 union officials participated in the conference.

23. Social Security Lecture Series

A lecture series on "Social Security in the United States," which was planned by the Chancellor's Committee on the 25th Anniversary of the Social Security Act, of which the chairman was Margaret S. Gordon, Associate Director of the Institute. Topics and speakers included: "Social Security: The Years Ahead," by Robert J. Myers, Chief Actuary, Social Security Administration, U. S. Department of Health, Education, and Welfare; "Issues in Social Security Financing," by Eveline M. Burns, Professor of Social Work, New York School of Social Work, Columbia University;

"Emerging Issues in the Financing of Medical Care," by James P. Dixon, M.D., President, Antioch College; and "Disputed Questions in the Financing of Medical Care," by Arthur Kemp, Professor of Money and Credit, Claremont Men's College. The series was co-sponsored by the Departments of Economics and Political Science, the School of Law, and the School of Social Welfare.

24. Programs Planned for the Spring of 1962 and the Academic Year, 1962-63

a. Annual Programs

Annual Labor Relations Conference, May
 Public Employces Conference
 Labor and a Free Society
 American Federation of Teachers Institute
 Railroad Labor Conference

b. Hospital Administrator's Institute

c. Seminars for Management Groups

Advanced Aspects of Communications, April 9 and 10, 1962
 Employee Development, April and May
 Campus personnel, April and May

d. Training Institutes for Labor Groups

International Association of Machinists, June
 United Steelworkers, July
 Printing Specialties

e. Special Programs for Management Groups

Principles of Management, Veterans' Administration Hospital, San Francisco
 Managerial Techniques, P G & E executives
 Supervision Leadership, Hamilton Air Force Base

25. Miscellaneous

The Coordinators of Management and Labor Programs are frequently asked to assist industrial or labor groups in preparing their own programs, to address conferences, and to meet or arrange programs for the numerous foreign visitors who are interested in industrial relations.