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*Institute of
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*Annual Report
1998-1999*

*University of California,
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*Institute of Industrial Relations
Annual Report
1998-1999*

University of California, Berkeley

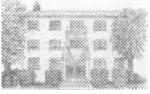
Institute of
Industrial
Relations

James Lincoln, Director
David Levine and Kim Voss, Associate Directors
Kent Pinster, Management Services Officer



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Mission

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Associate Directors

David Levine and Kim Voss

Advisory Board

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Peter Evans, Department of Sociology

Michael Hout, Department of Sociology

Jonathan Leonard, Haas School of Business

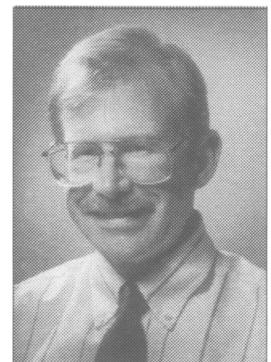
David S. Stern, School of Education

Mission Statement

The Institute of Industrial Relations (IIR) is an Organized Research Unit (ORU) on the Berkeley Campus of the University of California. It was created by an act of the California Legislature in 1945 to promote labor and workplace research, education, and community service relating to labor, industrial relations, and the workplace. IIR carries out this mission through its support for the research of an interdisciplinary group of Berkeley faculty and students, its academic and community-oriented publications, and its various outreach activities. IIR is distinctive among Berkeley ORUs in its relative emphasis on service to external constituencies, including unions and their members, human resource managers, workforce populations such as women and immigrants, and the community and state as a whole.



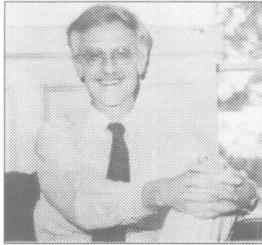
Associate Directors Kim Voss and David Levine.



Kent Pinster, IIR's Management Services Officer.



Letter From the Director



Jim Lincoln

LETTER FROM THE DIRECTOR

Dear Friends, Colleagues, and Visitors

Welcome to the Institute of Industrial Relations Annual Report! We are an Organized Research Unit (ORU) on the Berkeley Campus, offering research support to faculty and students, sponsoring interdisciplinary educational programs, and providing service to the broader community. Our research and outreach deal with employment practice, labor relations, organization and the workplace, and various related fields. IIR is distinctive among Berkeley ORU's for its relative emphasis on service to external constituencies, including organized labor and human resource managers.

IIR is highly interdisciplinary, drawing faculty and students from Agricultural Economics, Business, City and Regional Planning, Economics, Education, Engineering, Geography, Law, Political Science, Public Health, Psychology, and Sociology. IIR supports faculty and student research with office space, research assistance, a professional grants administration staff, computer facilities and a library with considerable labor-related holdings.

IIR has a number of faculty-run research and intellectual centers. These include: the Center for Culture, Organization, and Politics under Neil Fligstein in Sociology; Labor Economics under David Card in Economics; Labor Politics under Ruth Collier of Political Science; Organizational Theory under Glenn Carroll of Business Administration; and Work and Technology under Clair Brown of Economics. Several new centers, discussed below, are now coming online: These are the Centers for: the Childcare Workforce; Work and Health; Law and the Workplace; and California Studies.

IIR's service programs include training and facilitation, conferences and seminars, educational publications, reference and information services through the IIR Library, applied and contract research, and other activities serving specific communities. IIR outreach units are the Center for Labor Research and Education (CLRE), California Public Employee Relations (CPER), the Center for Risk Mitigation (CRM), the Labor Project for Working Families, and the Center for Organization and Human Resource Effectiveness (COHRE). CLRE and CPER deal primarily with labor issues, whereas CRM and COHRE focus on management concerns.

The Center for Labor Research and Education, IIR's oldest and largest outreach organization, is fully staffed and active with a rich portfolio of research and service activities dealing with unions and labor. Kirsten Spalding, Katie Quan, and Carol Zabin are a cohesive and professional team who, with able administrative support from Jacob Ely and Chloe Osmer, are enjoying rave reviews from their organized labor constituents.

An exciting new development in the Labor Center is the establishment of the John F. Henning Center for International Industrial Relations. Jack Henning is a former Executive-Secretary of the California Labor Federation, Undersecretary of Labor, Ambassador to New Zealand, and long time friend of IIR. Jack is also now a Distinguished Labor Leader in Residence at IIR. Under his and Katie Quan's direction, the Henning Center will be taking the lead on a number of CLRE and IIR initiatives on labor in the global economy.

Our California Public Employees Relations (CPER) unit under Carol Vendrillo and Eric Borgersen with the support of Stephanie Kalmin and Sharon Melnyk continues its efficient and professional operation of publishing journals and handbooks that keep employees and agencies abreast of developments in public sector employment. Plans are underway to bestow the exalted title of "Center" on CPER in recognition that it has become, not simply a first-rate journal, but an integrated bundle of research, publication, and education activities concerning public employment practice and policy in California.

The Center for Organization and Human Resource Effectiveness (COHRE) under Cristina Banks, David Levine, and Ray Miles had a successful year, expanding the number of corporate members to nine (plus several fellow-travelers), sponsoring two academic - executive conferences, establishing a working paper series, and launching several start-up research projects at major Bay Area companies.

IIR's library under Terry Huwe and Janice Kimball provides an array of information services to IIR, the Berkeley Campus, and the external community. The Library won the 1998 John Sessions Memorial Award of the American Library Association and AFL-CIO. The award is made by the AFL-CIO to a library or library system in honor of outstanding service to the labor community.

Our academic journal, *Industrial Relations*, continues under the able coeditorship of David Levine of UCB and Dan Mitchell of UCLA, with the support of Frozan Wahaj, to be a major outlet for top-flight research on labor and employment problems. A highlight this year was the special issue on the "bell curve" controversy.

IIR would not be much without its dedicated staff. My letter in the March Inistutor noted that we were enjoying a spell of personnel stability at IIR. Sad to say, it did not last. A spate of departures took place in recent months. We said farewell to Meilin Huang, Jason Jed, Rebecca Armstrong, and, most recently, Debbie Woods. These were great folks, and we did hate to lose them. We are, however, more than pleased with their replacements. Hardy Holthausen brings an impressive range of skills to our computer position. Chloe Osmer is the new staff member in the Labor Center. And Andy Roybal is now in charge of grants. Andy has a strong track record of drafting and finding funding for proposals during his tenure as Tribal Administrator for the Piro/Manso/Tiwa Indian Tribe in Las Cruces, New Mexico. We welcome all to the IIR community.

Losing valued people makes us appreciate all the more the staff who stay with us year after year and in many ways are the backbone of the IIR community. First and foremost is Kent Pinster, our Management Services Officer, who, much more than I, is the real hub around whom the organization revolves. Kent is the eye of the storm— I appreciate his calm efficiency more than I can say. Folks not elsewhere acknowledged here whose service we very much appreciate are Myra Armstrong, Deena Detton, Leslie Nelson, Maureen Kawaoka, and Mary Kay Stuvland.

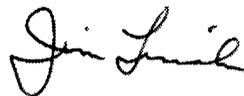
Other new faces are Marcie Whitebook, now a Professional Researcher at IIR. Marcie co-directs the Center for the Study of Childcare Employment, a national research organization that studies childcare service delivery and caregiver employment. Another startup center bringing new people to the IIR community is the Center for Work and Health. John Frank, Nicholas Krause, and Juliann Simms, all of the School of Public Health, will direct it. CWH restores a bridge between IIR and the Labor Occupational Health Program, a spun-off division of IIR now located in SPH. Finally, we just concluded agreements with Lauren Edelman and Linda Krieger of the Law School to create a Center for the Law and the Workplace and with Dick Walker of Geography for a Center for California Studies.

We like to think of IIR as productive in many ways, but this was a particularly good year for babies! Congratulations to Hardy Holthausen and his wife, Julie, on the birth of their baby girl, Natalie, and to Kirsten Spalding and Joe Lough on the arrival of their son, Averil.

This year IIR, along with all the other Organized Research Units on the Berkeley Campus, is going through a “Sunset to Dawn” review by the office we report to— the Vice Chancellor for Research. We are preparing a proposal for continuance to present to the Campus. We are thus particularly in need at this time of your thoughts and suggestions for the future mission and structure of IIR on the Berkeley Campus.

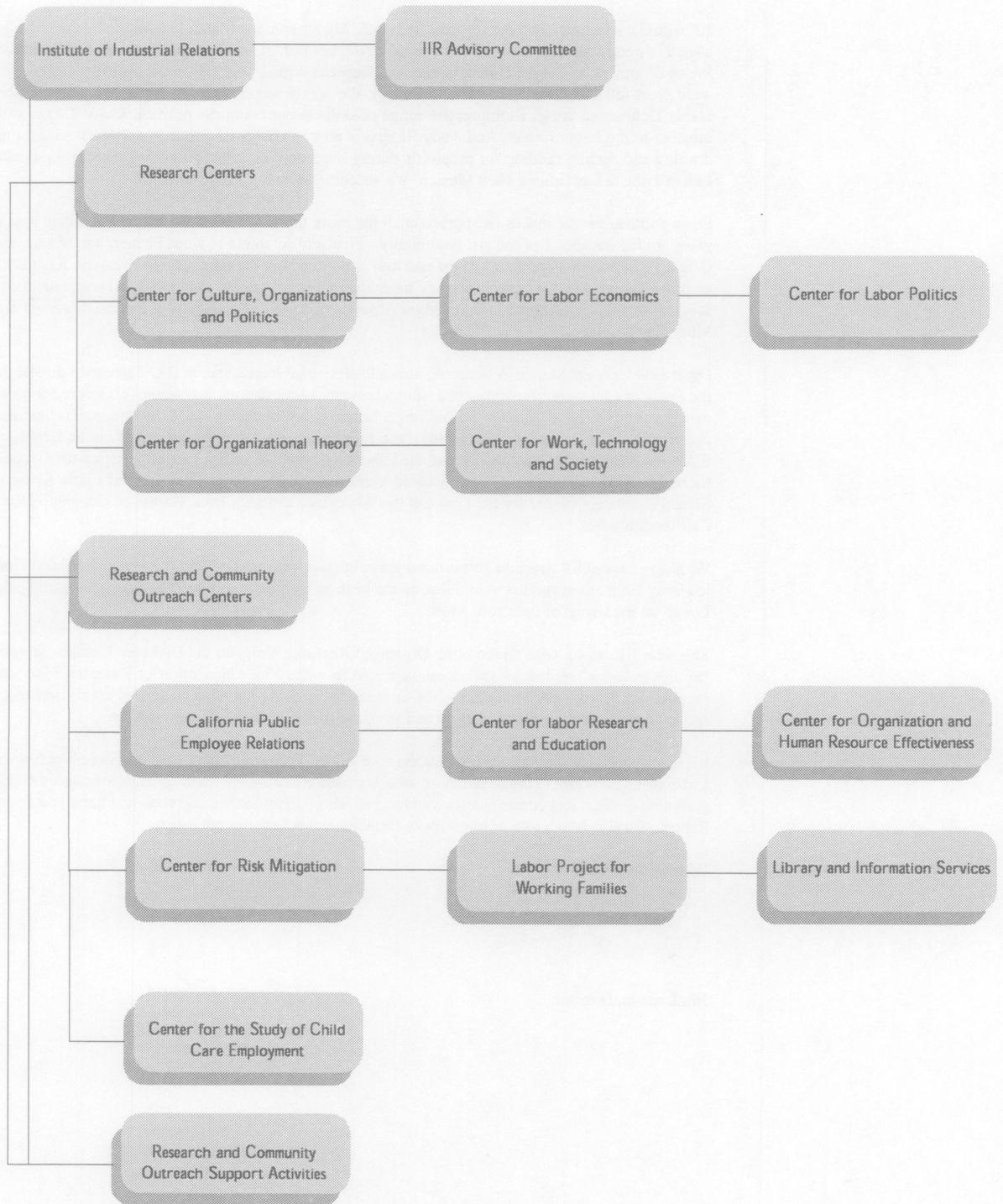
IIR is a unique institution that represents the core values of Berkeley in its dual mission of leading-edge research and high-level service to the community, state, and nation. These are exciting times for an academic organization grappling with critical contemporary problems in labor, organization, and society. I hope you enjoy the Annual Report. Do also take a tour of our website (<http://socrates.berkeley.edu/~iir/>).

With warm regards,



Jim Lincoln, Director

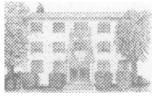
Organizational Chart





Centers at IIR

Institute of
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Research Centers at IIR

Much of the work at IIR is carried on by centers. Since IIR's chief "products" are research and service, some centers have a research and intellectual mission, while others specialize in outreach to the external community. The difference between the research and service objectives is not necessarily large, since much of IIR's service consists of applied research and education that benefits constituencies such as unions, public employees, and human resource management. IIR's outreach centers regularly use faculty and students in these activities.

Research centers at IIR are directed by a UCB faculty member and are of two main types. One is built around a large-scale program of research conducted by a team of faculty and students. Theses and dissertations, as well as working papers and published articles and books, are the intellectual output of the centers, although conferences, workshops, and other scholarly activities occur as well. Examples include the Centers for: Organizational Theory under Glenn Carroll; Labor Politics under Ruth Collier; and Work, Technology, and Society under Clair Brown. Other centers have the somewhat broader mission of building community among diverse scholars through discussion and debate of some common intellectual themes. Research is done by individual participants, but it may not be formally coordinated by the center per se. Examples are the Centers for: Culture, Organizations, and Politics under Neil Fligstein; Labor Economics under David Card; and Risk Mitigation under Karlene Roberts.

Outreach has been a major part of IIR's mission since its founding by Clark Kerr in 1945. The IIRs at Berkeley and UCLA owe their existence, at least in part, to the efforts by California unions and their federations to establish, within the University of California, a school of industrial or labor relations such as that at Cornell and other major universities. That school did not materialize, but the State of California did make a commitment to research, education, and service to labor through the establishment of the two IIRs.

Outreach centers are typically directed by IIR's own professional staff. Their activities include training and facilitation, conferences and seminars, educational publications, reference and information services through the IIR Library, applied and contract research, and other activities serving specific external communities. Outreach units at IIR are the Center for Labor Research and Education (CLRE), California Public Employee Relations (CPER), the Labor Project for Working Families, the Center for the Child Care Workforce, the Center for Risk Mitigation (CRM), and the Center for Organization and Human Resource Effectiveness (COHRE). CLRE and CPER deal primarily with labor issues, whereas COHRE and CRM often cover the management side.



Center for the Study of Child Care Employment

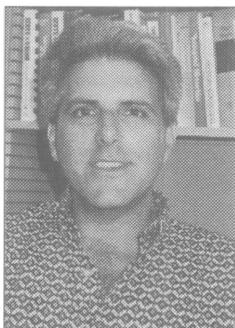
Marcy Whitebook,
Director

Marcy Whitebook, Ph.D., founding Executive Director of the Center for the Child Care Workforce (CCW) joins IIR as a researcher focusing on issues of child care employment, and the relationship between good child care jobs and quality child care services. Her appointment initiates an ongoing relationship between the University of California at Berkeley and CCW; providing a link between CCW and an interdisciplinary team of researchers, faculty and students studying workforce, labor, and economic issues from many perspectives. CCW is a 21 year-old non-profit organization dedicated to improving the quality of child care services by upgrading the wages, working conditions and training of child care teachers and providers. CCW is best known for its landmark National Child Care Staffing Study which first brought public attention to the low wages of child care workers. In 1991, CCW spearheaded the National Worthy Wage Campaign which has led to a variety of organizing drives and public policy initiatives focused on improving child care jobs.

In the Spring of 1999, CCW received funding from the John D. and Catherine T. MacArthur Foundation to design a study on child care employment and its implications for women's economic self-sufficiency and child development. IIR hosted and participated in two meetings of researchers and practitioners invited to give their input on critical issues facing the caregiving workforce that a major study should address. In the coming year, Dr. Whitebook will be working on that project as well as a longitudinal study of child care centers in three California communities, looking specifically at the issues of accreditation and teacher stability. She will also be working closely with CCW to train trainers to work with child care centers throughout the country on strategies to manage and reduce staff turnover, and on evaluating various local and national compensation initiatives.



Center for Culture, Organizations and Politics



Neil Fligstein

Prof. Neil Fligstein,
Chair

Elizabeth Armstrong,
graduate assistant

The Center has a web page and a paper series. The web page is located at: <http://socrates.berkeley.edu/~iir/culture/index.html>.

The Center for Culture, Organizations and Politics (CCOP) explores research devoted to producing sociological and political perspectives on the construction of institutions. There is a renewal of interest in the social sciences as to how social institutions (defined as rules that guide interaction) are formed. This interest has been fueled by attempts to understand important changes in politics and economics, such as the emergence of identity politics of all kinds, the crises induced by changes in work, the globalization of production, and the problems of development presented by both Third World and formerly socialist societies.

CCOP began as an informal seminar organized in 1996 by Professor Fligstein. This was the second year that CCOP functioned as an organized unit. The Center has a Faculty Steering Committee consisting of Professors Chris Ansell (Political Science), Lauren Edelman (Law School), and Raka Ray (Sociology).

The main activity of the Center is a monthly seminar comprising graduate students and faculty in Sociology, Political Science, and the Law School. The seminar has a unique format where faculty and students present a working paper to the group. Two members of the group act as discussants to start a dialogue between the person who wrote the paper and the other members of the seminar.

The Center provides small grants for dissertation projects. This year money was provided to Rod Benson, Jason McNichol, Lissa Bell, and Laura Schmidt.

Professor Fligstein was on sabbatical this year and Professor Edelman and Professor Kim Voss (Sociology) organized the seminar. Their theme was "Law and the Workplace." They brought in a number of speakers including Mary Bernstein (Justice Studies-Arizona State University: "Celebration and Suppression: the Strategic Uses of Identity by the Lesbian and Gay Movement"), Vicki Schultz (Law School-Yale University: "Reconceptualizing Sexual Harassment"), Robin Stryker (Sociology-University of Iowa: "Political Culture Wars 1990s Style: the Drum Beat of Quotas in Media Framing of the Civil Rights Act of 1991), Mark Suchman (Sociology-University of Wisconsin: "On Advice of Counsel: the Role of Law Firms in the Institutional Ecology of Silicon Valley"), and Elisabeth Clemens (Sociology-University of Arizona: "Rights, Restraints, and Resources: Law and the Structuring of Civic Organization").

There were a number of presentations by graduate students as well. Tamara Kay (Sociology) presented a paper titled "Bypassing the State: the Effects of Legal and Political Contexts on Union Organizing Strategies." Elizabeth Armstrong (Sociology) presented work titled "The Transformation of San Francisco's Lesbian/Gay Organizations." Jason McNichol (Sociology) presented a paper entitled "Regulation and the Environment: the Construction of Certification for Timber Products." Idit Kostiner (JSP) presented a paper called "Linguistic and Cultural Struggles in American public Schools: Language, Curriculum, Books, and Social Equality."

Next year Professor Fligstein will return and continue the seminar series with emphasis on student work. He is also working on expanding the Center's role in the emerging field of Economic Sociology. He is currently engaged in trying to get funding for faculty and students interested in the field. Professor Fligstein spent the year in Europe where he was a visiting scholar at the European University Institute (Florence, Italy), the Center for the Sociology of Organizations (Paris) and the College de France (France). He is working on trying to set up a "virtual" think tank where research done in the U.S. and Europe that is critical of neoliberal public policies will be shared. The consortium that will be built will include existing centers in Europe and America. The hope is to create a critical mass to produce research that questions neoliberal views, promotes alternatives, and attempts to inform public policy debates.



Center for Labor Economics



David Card

Prof. David Card,
Chair

The Center for Labor Economics was established in the fall of 1997 to promote economic research on the programs and policies that affect the labor market. The main activities of the Center include a weekly informal "Labor Lunch" seminar for faculty and graduate students working in the area, a formal weekly seminar series, and the sponsorship of visiting research scholars. The Center also supports a working paper series for early dissemination of faculty and graduate student research.

The weekly Labor Lunch series has been held on Fridays in Evans Hall over the past two years, and has become a popular forum for researchers in Berkeley and the Bay Area to present new work and garner feedback from a broad audience of scholars. Presenters in 1998-99 included graduate students from the Department of Economics, faculty and visiting scholars from Berkeley, and presenters from other local institutions.

Visiting scholars are a vital facet of the Center's activities. Professor Alan Manning, from the London School of Economics, visited from September 1998 to August 1999. Professor John van Reenen, from University College London, visited from March 1998 to December 1998. Finally, Professor Richard Blundell, from University College London, visited from January to August 1999. In addition, the Center hosted two visiting scholars for the summer of 1999: Professor Marianne Bertrand, of Princeton University, and Professor Sendhil Mullainathan, from MIT. Finally, the Center had two visiting pre-doctoral students: Marco Manacorda, from University College London, and Helen Perivier, from University of Paris I.

In July 1999 the Center ran a two day conference focused on the chapters of a forthcoming book by Alan Manning. Manning's book, tentatively titled *Monopsony in Motion* is a broad-ranging investigation of the implications of labor market frictions on pay and employment practices, unemployment, and the interaction between supply and demand forces in the labor market. Twelve leading scholars from the U.S. and abroad discussed the manuscript and the general issues raised by Manning's work.

Over the past year, the research of other Center associates has addressed a diverse range of labor market issues. Education is one common theme: graduate students Enrico Moretti and Miguel Urquiola from the Department of Economics are conducting Center-sponsored research on the importance of education in local labor markets, and on the effect of school finance reform on the distribution of education resources. David Card is studying the causes and consequences of the slow-down in educational attainment that occurred in the 1970s and early 1980s. Welfare reform is a second area of intense research activity. Professor Hilary Hoynes (Department of Economics) recently completed a study of the effect of local labor market conditions on the labor market outcomes of less-skilled workers. Hoynes and Professor Nada Eissa (also in the Economics Department) have written a series of papers over the past year assessing the effects of the Earned Income Tax Credit program on work and earnings of lower-income families. David Card has co-edited a new book (with Rebecca Blank) that addresses the labor market problems faced by former welfare recipients and other less-skilled workers. The book, entitled *Finding Work: Jobs and Welfare Reform* will be published early next year. A third research topic of interest to several Center associates is the interaction between the labor market, health, and environmental regulation. Michael Greenstone, who is a Center Associate and a Robert Wood Johnson Post-doctoral Fellow in the School of Public Health, completed a study of the impact of stricter air quality standards on job growth in the manufacturing sector. Greenstone and Professor Kenneth Chay (Department of Economics) are researching the effect of air quality regulations on labor and housing markets in different U.S. cities, and have completed a study of the effect of changing air pollution on infant mortality.



Center for Labor Politics

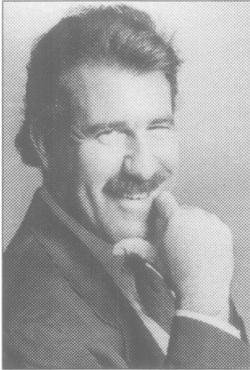
Prof. Ruth Collier,
Chair

Over the last two decades, fundamental economic changes have generated a number of challenges for labor and labor representation. While scholarship on the advanced industrial world has made significant strides in comparatively and systematically analyzing these developments, scholarship on a "second tier" of industrializing economies has remained more fragmentary and less systematically comparative, caught up on the problems of a lack of comparative data and the challenge of cross-area research. The Center for Labor Politics was formed to address this lacuna by facilitating the availability of comparative data and generating a research community of scholars with different area and country expertise to study labor politics in Asia and Latin America.

The focus of the Center is the ways in which economic changes, especially marketization and changes in labor processes, affect labor's political representation. The goal is to advance research on the changing insertion of the working classes in politics through shifting forms of representation and/or control by unions, political parties, and new social movements. The major activities of the Center are data collection, aimed at facilitating comparative work across, as well as within, Asian and Latin American countries; a semi-annual workshop, which will form the basis of a series of edited volumes; and, pending funding, a post-doctoral fellowship program.



Center for Organizational Theory



Glenn Carroll

Prof. Glenn Carroll,
Chair

It is widely recognized that in modern industrial economies, productivity and innovation differences among firms are largely attributable to organizational factors. Founded in 1995, the Center for Organizational Theory (COT) examines these factors by seeking to advance basic and applied knowledge about organizations and organizational processes. Research conducted to date within COT has focused on examination of organization-wide phenomena such as culture, as well as the investigation of organizational populations and industry evolution. COT seeks to provide research support and infrastructure for social scientists from all disciplines, especially sociology, psychology and economics. COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate and industries evolve.

Demography of Corporations and Industries

The major ongoing research project of COT focuses on the demography of corporations and industries. The goal of this project is to provide an empirical base suitable for examining the implications of demographic turnover in the corporate world for the role of the corporation in society. If a developed corporate demography is to provide knowledge useful for understanding the changing role of the corporation in contemporary societies, it must be able to address the following issues: (1) Are current vital rates diverging from historic rates and, if so, what is the trend? (2) How much change in vital rates over time reflects structural change (change in rates for the same kinds of organization) versus compositional change (change in the mix of organizations in the system)? (3) To what extent do the patterns of vital rates of newly emerging populations and industries and those undergoing renewals resemble those for similar populations that grew in earlier periods? (4) How similar are the levels and trends in vital rates for similar populations operating in different countries (and is globalization causing rates to converge)?

Several decades of research by organizational sociologists provide some methodological and empirical foundations for answering these questions. We are now building on these foundations and attempting to answer the orienting questions in a deeper and broader way. Our agenda has several parts: (1) clarifying basic methodological issues, especially issues involving appropriate and feasible observation plans and strategies of analysis, (2) systematizing existing research and making data available to other researchers, (3) conducting empirical research that addresses historical changes in vital rates, new forms, renewals, and international comparisons, and (4) graduate training.

Glenn R. Carroll and Michael T. Hannan (of Stanford University) have written an extensive new monograph organized around this agenda. Titled *The Demography of Corporations and Industries*, the monograph relies heavily on the research of many researchers trained in organization theory at Berkeley and Stanford. It will soon be published (Fall 1999) by Princeton University Press.



Center for Work, Technology and Society



Clair Brown

**Prof. Clair Brown,
Chair**

**Mary Kay Stuvland,
Project Coordinator**

The Center for Work, Technology and Society (WTS) was founded to support research and education in those specific areas—work, technology and society. Technological change is creating important shifts in the workplace— how work is done, how work and technology are managed, and what skills and knowledge are required. At the same time, technology is affecting society in how we live. WTS will explore these relationships between work and technology and society in order to help business and government leaders develop sound practices and policies.

Several of WTS' research papers are available online, as well as more information on its research areas. Its web site address is <http://socrates.berkeley.edu/~iir/worktech>.

Working Papers, 1999

“The Impact of Technological Change on Work and Wages”
Clair Brown and Ben Campbell

“Employment Systems, Technological Change and Plant Performance in the Semiconductor Industry”
Clair Brown, Gregory Pinsonneault and Daniel Rascher

“Skill-Biased Technical Change and Wage Structures in Semiconductor Companies”
Clair Brown and Ben Campbell

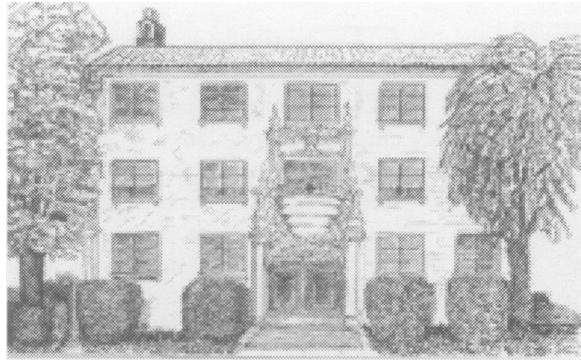
“An International Investigation of Creative Performance in the Semiconductor Industry”
Melissa Appleyard and Clair Brown

“The Evolution of Internal Labor Markets: Evidence from a High-Tech U.S. Firm”
Clair Brown and Ben Campbell

“Shopfloor Innovation in the Semiconductor Industry”
Melissa Appleyard and Clair Brown



Clair Brown, WTS director (3rd from left), Professor Melissa Appleyard from the Darden School of Business (far right) and UCB graduate students Ben Campbell (2nd from left) and John Giles (5th from left), visit with Dr. Li Pellin, Deputy Director of Shanghai Hua Hong Microelectronics Co., Ltd. (4th from left) and members of the Chinese Academy of Social Sciences in Beijing

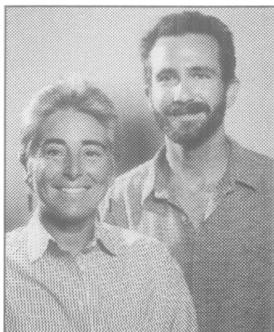


**Community Outreach and
Research Centers**

Institute of
Industrial
Relations



California Public Employee Relations Program



Carol Ventrillo and Eric Borgerson

**Carol Ventrillo,
Director and Editor**

**Eric Borgerson,
Associate Editor**

**Stefanie Kalmin,
Managing Editor**

**Sharon Melnyk,
Production/Circulation
Manager**

The California Public Employee Relations (CPEP) Program began in 1969 in response to requests from management and labor representatives for assistance in dealing with the special problems involved in public sector employment relations. The CPEP program has adapted as public sector bargaining has grown and evolved. It now serves the changing needs of those involved in public sector employee relations — lawyers, union and management officials, consultants, arbitrators, and those engaged in public policymaking and academic endeavors.

The Program publishes the bimonthly journal, *California Public Employee Relations*, and the CPEP Pocket Guide Series which consists of concise guides to the various laws operating in the public sector. The Program also provides reference and consultation services; cooperates with labor relations, academic research, and community organizations; and assists visiting scholars, faculty, students, public policymakers, and the news media. Through its nonadversarial, analytical approach, CPEP has achieved high visibility among practitioners concerned with developments in the field.

In conjunction with the Labor and Employment Law Section of the State Bar, CPEP sponsored the Fifth Annual Conference on Public Sector Labor and Employment Law. CPEP enjoys a close cooperative relationship with the section and, for the fourth consecutive year, received a grant from the Section to fund an intern program that provides law students with the opportunity to acquire experience in the specialized field of public sector labor law. In February, CPEP participated in the Employer-Employee Labor Relations Conference sponsored by U.C. Davis Extension and a public sector labor relations symposium at the University of Hawaii. In October, CPEP joined the California Foundation for Improvement of Employer-Employee Relations in co-sponsoring its annual conference, titled "America's Public Schools: Meeting the Challenge." CPEP also participated in a program presented by the California Independent Public Employees Legislative Council.

CPEP has worked on education programs and conferences in cooperation with IIR's Center for Labor Research and Education, the Labor Project for Working Families, California Foundation for Improvement of Employer-Employee Relations, California Public Employers Labor Relations Association, the Labor and Employment Law Section of the State Bar of California, the American Bar Association, the American Arbitration Association, the California Mediation and Conciliation Service, and the Federal Mediation and Conciliation Service.

For a list of the Program's publications, please refer to page 52.



Center for Labor Research and Education

Kirsten Snow Spalding,
Chair and Labor Policy
Specialist

Katie Quan,
Labor Policy Specialist

Carol Zabin,
Labor Policy Specialist

Rebecca Armstrong,
Program Coordinator

Jacob Ely,
Program Coordinator

The Center for Labor Research and Education is a research and technical assistance project of the Institute. The Labor Center brings together labor leaders, union members, students, and faculty to work on policy issues, strategic planning and leadership development.

This was a year of growth for the Labor Center. Labor Policy Specialists Kirsten Snow Spalding, Carol Zabin and Katie Quan and Program Coordinators Jacob Ely and Rebecca Armstrong built a program around three labor policy themes: Economic Development, Organizing, and Union Transformation. The Labor Center produced research reports and other publications, held training courses and seminars, and facilitated strategic planning for unions and their federations. The Labor Center's interactive web site continued to be a primary resource for students and unionists on the internet, providing on-line dissemination of research and links to other labor policy resources. The web site address is <http://socrates.berkeley.edu/~iir/clre/clre.html>.

Highlights from 1998-99 Labor Center Programs:

Economic Development

In recent years, the labor movement has taken a more active role in promoting economic development policy and programs. In a number of states and regions, unions have been strong advocates of policies to reverse trends toward increasing income inequality, and to address the dislocations and wage declines for less-skilled workers caused by trade, technological change, and other forces. In addition, some unions have helped create or retain well-paying jobs by entering partnerships with employers and community groups to upgrade industries, while simultaneously promoting workforce training and better jobs. The Labor Center is helping the California labor movement to be a pro-active voice for equitable economic development through the following projects:

1. Living wages, job access and workforce development at the Port of Oakland

The Labor Center is carrying out research on the economic impact of the Port of Oakland and analysis of alternative policies to increase the local benefits of the Port to low-income Oakland residents. It is also providing technical assistance to a community-labor coalition that has initiated an innovative job access and job training program tied to the Port's \$1.3 billion dollar capital improvement program.

The Port of Oakland is an autonomous department of the City of Oakland and manages a seaport, an airport, and 19 miles of waterfront property. It is the fourth largest port in the U.S. by trade tonnage and cargo value, and is a key engine of growth for the Oakland and Bay Area economies. The Port is undergoing an unprecedented expansion that will double the size of the airport and significantly increase the capacity and efficiency of the seaport. As a consequence of the expansion, employment directly related to the Port will increase from about 22,480 jobs to a projected 32,680 jobs five years hence.

The expansion of the Port has generated a great deal of public attention as well as concrete policy proposals for increasing the economic benefits of the Port to low-income residents. A broad coalition of labor unions and community groups has formed that has presented a number of demands to increase job access, wages, and training opportunities at the Port of Oakland.

Their first policy proposal was for a "project labor agreement" (PLA), which is a collective bargaining agreement that would cover the entire capital improvement construction over the next years and include provisions to increase apprenticeship opportunities in the building trades for low-income Oakland residents. The Port has

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agreed in principle to this demand, and is entering into formal negotiations at any moment. The Labor Center is providing technical assistance for an apprenticeship opportunities program that will be part of the PLA.

The second policy proposal is to extend the Living Wage Ordinance already passed in the City of Oakland to the Port of Oakland, to require that all Port contractors and tenants pay their workers at least the wage level specified in the ordinance. Finally, the coalition also has proposed that the Port increase training opportunities and local hiring in the more skilled jobs, such as some jobs at the airport.

The Labor Center is carrying out research to evaluate these policy proposals. The first part of the research estimates the costs and benefits of extending the living wage ordinance to the Port. The second part of the research evaluates the effectiveness of the Port's current attempts to maximize employment opportunities for Oakland residents and to make suggestions for its improvements.

This research is supported by a grant of \$14,000 from the California Policy Seminar, at the request of California State Senator Don Perata. The technical assistance is supported by several East Bay unions.

2. San Francisco International Airport Project

The Labor Center and the San Mateo and San Francisco Central Labor Councils have created a coalition of labor leaders, policy makers from the Airport Commission and the SF Board of Supervisors, and community organizations to begin a concerted project to raise the wages and benefits of workers at the airport and in the surrounding communities.

SFO is engaged in a multi-million dollar expansion with a projected increase of 11,000 jobs over the next two years. Many of the existing 33,000 jobs will be transformed. Labor and community groups seek a voice in this process to ensure that these jobs will be high-road, community based job opportunities which will build the local economy in San Mateo and San Francisco counties.

This project has two simultaneous strategies: 1) building a worker-centered legislative, regulatory and airport policy framework for all work at SFO and 2) intervening directly in the SFO labor market with a multi-union project to enhance the right to organize and improve the existing collective bargaining relationships between unions and employers.

The project engages both University and union-based researchers in mapping the existing and projected SFO workforce: job classifications, employers, wages, benefits, community hiring and minority and women-owned business practices. With this ongoing research as background, the Labor Center is facilitating roundtable policy discussions to develop a legislative, regulatory and policy strategy for the airport.

Policies currently being explored include:

- A Living Wage ordinance to cover SFO workers.
- A Labor Peace Agreement with SFO Management which would cover all SFO subcontractors and create both community hiring and union neutrality obligations.
- Inclusion of new job training programs in the Project Labor Agreement covering all construction at SFO
- Enforcement of the SFO Prevailing Wage Ordinance (which currently covers all non-construction workers at SFO)
- Access regulations to ensure that, consistent with FAA regulations, labor organizers will have access to all SFO workplaces during workers' lunches and breaks.
- Extending the San Francisco card check-neutrality ordinance for SF hotels and restaurants to airport hotels and restaurants.

Check out CLRE's web site at: <http://socrates.berkeley.edu/~iir/clre/clre.html>.

The research phase of this project was funded by a \$5,000 grant from the San Mateo Central Labor Council.

3. Community-Labor Alliances for Equitable Urban Economic Development Research Project. June 1, 1999- May 31, 2000

In a number of cities, community-based non-profit organizations that address work and employment issues are creating new alliances with organized labor. These "community-labor alliances" are promoting an urban public policy agenda and developing concrete programs to increase the opportunities of low-income people to obtain well-paying jobs. A number of scholars, journalists, and labor leaders have asserted that these new alliances have the potential to implement a new agenda for growth with equity in American cities.

The Labor Center is carrying out a research project that explores these new labor-community alliances through an in-depth study of acclaimed examples in Los Angeles, Seattle, Milwaukee, and Baltimore, and a broad telephone survey in other cities across the country. The project addresses two main questions:

- What kinds of policies and programs are the new alliances pursuing, and how effective are they?
- What kinds of new non-profit sector institutions and alliances have been constructed and how well are partnerships between the traditional non-profit sector and organized labor working?

The contribution of this in-depth comparison will be a greater understanding of the possibilities of and tensions within these new alliances and an assessment of their potential to implement a new urban agenda for growth with equity. The study will be useful for academia, funders, policy-makers, and participants in the alliances. This research project is funded by a grant of \$34,000 from the Aspen Institute.

4. California Economic Development Policy

The Labor Center is working with the California State Federation of Labor (State Fed) and several large Central Labor Councils to help them build their capacity to develop economic policy at the local and state levels.

California State Federation of Labor:

The State Fed has created a non-profit organization designed to increase its capacity for evaluating state policy proposals. The Labor Center is helping the Fed to examine the major economic policy choices facing the state, identify a core group of academics with expertise on these issues, and plan and carry out an agenda for research and policy analysis.

As part of this work, Dick Walker and Carol Zabin wrote *Making California a Good Place to Produce, Work, and Live*.

Contra Costa Labor Council:

The Labor Center worked with a group of nine students in a senior Economics seminar who carried out a study on a proposed Living Wage Ordinance for the City of Richmond. The students produced a document entitled *The Costs and Benefits of a Living Wage Ordinance in Richmond, California*.

Working Partnerships USA:

The Labor Center is working with WPUSA (a non-profit connected to the South Bay Labor Council) to develop a state-wide research project on the impact of local redevelopment agencies on the creation of low-wage jobs and on urban sprawl. The Labor Center will be one of two technical anchor institutions for this project,

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along with Good Jobs First, a Washington D.C. employment policy organization.

New World Foundation:

As part of our work to educate the philanthropic community about the labor movement, the Labor Center wrote, "Living Wage Campaigns in the Economic Policy Arena: Four Case Studies from California," published by the New World Foundation in New York.

Organizing

Since 1994, when John Sweeney took over as head of the AFL-CIO, the labor movement has focused significant energy on organizing to reverse the decline in union density. This year, the Labor Center has undertaken a series of projects to look critically at new and old organizing models and work with Bay Area unions to develop new policies around organizing.

LION (The Labor Immigrant Organizing Network):

The Labor Center convened LION, the Labor Immigrant Organizing Network, to focus on the issue of organizing in immigrant communities and new coalitions between community organizing efforts and labor organizing. In January, LION held a conference which brought together over 200 organizers, lawyers and academics who wrestled with legislative and regulatory barriers to organizing immigrants and looked at organizing strategies which focused on community issues as well as workplace change. The conference significantly raised the profile of INS and Social Security regulations which impair the right to organize. These issues have now become a national policy agenda for the AFL-CIO and for immigrant advocacy organizations across the country. (See the AFL-CIO Lawyers Coordinating Committee web page for the Labor Center working paper on strategic responses to the current law.)

Building and Construction Trades Organizing Project:

The Building and Construction Trades Organizing project continued this year with a roundtable luncheon for trades organizers, a two-day conference at the Operating Engineers' Training facility in Rancho Murieta, and monthly organizer strategy sessions. The organizers have been working on the barriers and potential for multi-trade organizing including new models for apprenticeship programs, project labor agreements, mobilizing and educating members to support organizing and organizing immigrant workers. Over 100 organizers participated in a one-day survey of non-union work sites in Sacramento and developed new data about patterns of non-union construction work, worker attitudes towards unions, and the demographics of the non-union workforce. (Contact the Labor Center for a copy of the most recent working paper, "Building Diversity in the Building and Construction Trades: Organizing Strategies to Face Old problems and a New Workforce" by Kirsten Snow Spalding and Tamara Kay.)

Union Transformation

Addressing Issues of Gender and Race in the Labor Movement:

The Labor Center focused on building the leadership capacity of women and people of color in the labor movement by partnering with City College of San Francisco (CCSF) to offer a new course called Union Leadership Skills for Women and People of Color. The 12 week course was offered for credit, and covered subjects ranging from labor history and labor law from the perspective of women and people

of color, to communication skills, administrative skills, and strategic planning skills.

Labor Center staff also offered a Cantonese-language Workers Rights course in partnership with CCSF, targeting rank and file activists in SEIU, APWU, UFCW, HERE, etc. The four week course covered labor law, one-on-one organizing, contract negotiations, and political action in Cantonese.

Targeting women's issues in the labor movement, the Labor Center convened a Roundtable of Northern California women labor leaders with AFL-CIO Women's Department Director Karen Nussbaum in August 1998, and thereafter joined with the Labor Project for Working Families to convene WOW—Women Organizing Women. The group is focused on using women's issues to enhance organizing the unorganized, as well as taking on work and family issues of women organizers. Results will be documented for presentation at the labor-sponsored national Working Women's Conference in March 2000 in Washington, D.C. Its listserv and interactive website will be operational soon.

Publications

Over the last year, the Labor Center published working and report papers in all of its core areas. These reports and working papers are written for our project partners and to extend our work beyond the task forces and working groups that we engage with to a broader audience of labor educators, union leaders and academics who are interested in these labor policy questions. Some of the working papers are available on the web, some have been presented at conferences, and some will be submitted to academic journals. (For a list of Labor Center conferences please refer to page 49.)

Besides our working papers, the Labor Center continued to publish the *Labor Center Reporter*. The quarterly issues focused on Work and Family, Unions, Politics and Democracy, Organizing Immigrant Workers and Community-Labor Alliances. (For reprints call the Labor Center.) The Center continued to distribute its selection of resource and training materials: *California Workers Rights: A Manual of Job Rights protections and Remedies*, *Hey the Boss Just Called Me Into the Office: The Weingarten Decision and the Right to Representation on the Job*, *What to Do When You Get Burned by the Press*, and *Can They Just Fire Me?*

The Labor Center web page developed by the Center staff and the Institute Library continues to provide on-line access to our programs, research projects, calendar and links to other labor research, education and advocacy resources. Over the last year, the site had approximately 2,000 hits per week (May 1999). The web site is a critical vehicle for getting information to union members, non-union workers and labor movement leaders who are looking for research and policy resources

Technical Assistance

The Labor Center was founded in 1960s with a combined research and service mission. Traditionally, the Labor Center offered non-credit courses on subjects such as collective bargaining, grievance handling, and arbitration to union leaders and members. These courses are now being offered by a range of independent educators and the community college system. The Labor Center continues to be active in these programs as teachers, curriculum advisors and co-sponsors, but the direct service work of the Labor Center has expanded to include applied research for short and long-term policy questions, specific training sessions for individual unions and interactive seminars and roundtables for union leaders to work with academics on specific policy questions. Labor Center staff also offer technical assistance to Local and International Unions, Central Labor Councils and the California Labor Federation on specific projects such as developing scholarship essay programs, facilitating strategic planning

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and doing staff training seminars.

CLRE Trainings

- Effective Listening and Problem Solving, December 8, 1998, American Federation of Government Employees.
- Economic Development, January 21, 1999, California Federation of Labor.
- "Building Links Among Mexican Immigrant Associations and California Latino Organizations," March 13, 1999, UCLA. Funded by a grant from UC Mexus.
- "Collective Bargaining," March 26-27, 1999, International Labor Organization, Cambodia.
- Strategic Planning, April 15-17, 1999, Bakery Union Women's Committee.
- Leadership Development, June 5, 1999, AFL-CIO Civil Right Annual Conference.
- Time Management and Effective Communication, June 25, 1999.
- Coalition-building, Strategic Planning, June 29, 1999, Work and Family Coalition Founding Conference.

Labor Center Specialists served as policy and research advisors to Working Partnerships USA (a non-profit policy and research project affiliated with the South Bay Central Labor Council), the University and College Labor Educators Association, Made by the Bay (a garment industry policy forum), the California Federation of Teachers Labor in the Schools Project, the Labor Project for Working Families, U.S. State Department on garment industry monitoring, LOHP, Sweatshop Watch, the Northern California Coalition for Immigrants Rights, and the SF Redevelopment Agency's Chinatown Economic Development Group, and the Center for the Child Care Workforce.

The Labor Center has provided expert testimony for Assemblyman John Burton on SCR 93 regarding university licensing codes, and for Assemblyman Darryl Steinberg for AB 633 on the Underground Economy bill.

Labor Center Specialists are regular media commentators on labor policy issues. This year they have appeared or been quoted by: *Business Week*, National Public Radio, *Our World This Week*, Bay-TV, CCTV Channel 26, *World Journal*, Cambodian State TV, *San Francisco Chronicle*, *San Francisco Examiner*, *San Jose Mercury News*, *Bay Guardian*, *Marin Independent Journal*, *USA Today* among others.

The Labor Center also provided technical assistance to the philanthropic community, writing background reports and participating in foundation roundtables to help funders evaluate their funding priorities regarding labor policy questions.

Seminars

The monthly Bay Area Labor Studies Seminars were designed to develop dialogue between academics and local labor practitioners in the Labor Center's three core areas: organizing, transforming unions, and economic development. Some topics included: using public policy to leverage the right to organize, using labor's capital for the benefit of workers, and Paul Robeson's contributions to the labor movement as well as the movement for racial justice. Seminars for the academic year 1999-2000 will feature a millenium perspective.

The Summer Institute for Union Women was hosted by the UCB Labor Center in 1998 at the Clark Kerr Conference Center. The annual week-long training institute, co-sponsored by the AFL-CIO Education Department and the University and College Labor Educators Association, featured courses on advanced leadership training, political action, and labor economics taught by Labor Center staff.



*John F. "Jack" Henning,
Distinguished Labor Leader in
Residence*

Henning Center and Distinguished Labor Leader in Residence

This past spring, the Institute of Industrial Relations named John F. "Jack" Henning to be its first Distinguished Labor Leader in Residence, and announced the creation of the John F. Henning Center for International Labor Relations as a project of the Center for Labor Research and Education.

Jack Henning was Director of the California State Department of Industrial Relations from 1959-1962, and served as U.S. Undersecretary of Labor from 1962-1967. He was appointed as U.S. Ambassador to New Zealand from 1967-1969, and served as Regent of the University of California from 1977-1989. He is most well-known for his long career with the California Labor Federation (AFL-CIO), which spanned from 1949-1996, the last 26 years of which he was Executive Secretary-Treasurer, its principal officer.

Jack Henning is well-known for his advocacy for racial and religious justice, farmworker organizing rights, and affirmative action. However, all who know him, and have heard his famous oratory, would cite his passionate belief in the need for global unionism as his favorite cause.

The Henning Center will focus on international labor policies and cross-border organizing strategies. This fall, a Henning Fellows program will be created to encourage scholarship in international labor issues. Watch for our new website, which will serve as a gateway to literature, activity, and other resources on global labor issues.

University Activities

The Labor Center continues to be an interdisciplinary resource for the University Community interested in labor policy questions. Besides informal counseling of graduate students working on labor theses and dissertations, and direct supervision of 15 graduate students researchers working on Labor Center Projects; Labor Center specialists appeared as guest lecturers in graduate and undergraduate classes in Economics, Education, Sociology, and Law. The Labor Center and the Institute established a graduate student internship program for a doctoral student interested in working with Working Partnerships USA, the non-profit policy project of the South Bay Central Labor Council.

Labor Center Specialists not only taught non-credit courses for union leaders, but also offered UC curriculum. The Labor Center developed and supervised group projects for Economics 153, an undergraduate internship course co-taught with Economics Professor, Michael Reich. Twenty students participated in projects focused on the living wage, economic development at the Port of Oakland, and the principles behind Codes of Conduct for garment licensees. The Labor Center also offered a course at Boalt Law School entitled, "Legislative Policy and Drafting Seminar: Comparative Labor Law." In this course public policy graduate students and law students compared labor laws of different countries to discover the policy frameworks for legislative systems and work on U.S. state and national proposals for new and amended labor legislation.

Extra-Mural Grants

In 1998-99, the Labor Center was awarded the following extra-mural grants for research:

- Aspen Institute, "Labor and Community Alliances: A New Agenda for Economic Justice," \$35,000.
- Institute of Urban and Regional Development, UC Berkeley, "Governing Public Assets: Community/Labor Coalitions and the Port of Oakland," \$2,000.

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- UC Mexus, "Impact of NAFTA on Employment in the Electronics Industry," \$8,000.
- UC Mexus, Conference grant on Mexican Home Town Associations, \$1,500.
- California Policy Seminar, "Alternative Policies to Maximize the Economic Benefits of the Port of Oakland," \$14,000.
- Institute of Urban and Regional Development, UC Berkeley, "Governing Public Assets: Community/Labor Coalitions and the Port of Oakland," \$2,000.
- HERE 2850, ILWU and SEIU 790, Economic Impact of the Port of Oakland, \$5,000.
- San Mateo Central Labor Council and the Airport Labor Coalition, "Union Organizing at San Francisco International Airport, Opportunities and Supporting Data," \$5,000.

Kirsten Snow Spalding

Presentations

- Guest Speaker, Mills College, Women's Leadership Program, Luncheon Roundtable, January 1999.
- Workshop Presentation: Stanford Labor Action Coalition, "Organizing Around the NLRB," April 1999.
- Panel Presentation, Working for America Institute National Conference, Strong Unions in Strong Communities: High Road Partnerships for Working Families, "Workers, Woods, Water and Sweets: Rural and Urban Quality Job Strategies," June 1999.
- Panel Presentation, WA State Labor Council, AFL-CIO, "Invest in Your Future, High Road Investment Strategies," June 1999.
- Panel Presentation, The Workplace Institute: Making the Workplace Work: A Best Practices Conference, "Partnership Evaluation: A Tool for Reinvigorating the Partners," June 1999.

Publications

- Paper Presentation, University and College Labor Educators Association: Forging a Labor Community Agenda: Race, Class, and Gender and the Fight for Economic Justice, "Building Diversity in the Building and Construction Trades: Organizing Strategies to Face Old Problems and a New Workforce," April 1999.
- Paper Presentation, AFL-CIO Lawyers Coordinating Committee Annual Meeting, "What Can We Do When the Law Doesn't Help? Strategies to Protect Immigrant Workers' Right to Organize," May 1999.
- "Pancapitalisme ou démocratisation économique ? Une révolution silencieuse aux États-Unis," dans *La Démocratie Économique*, (forthcoming) 1999 with Yves Lambert.
- "Union Organizing at San Francisco International Airport, Opportunities and Supporting Data," Prepared for the San Mateo Central Labor Council and the SFO Airport Labor Coalition, February 1999. With Isobel White.
- "Culture Clash: Labor's Economic Agenda and Taft-Hartley Trustees' Interpretation of ERISA," Presented to the Center for the Study of Law and Society Lecture Series, October 1999. With Elizabeth Rudd.

Carol Zabin

Presentations

- University and College Labor Educators Association, "Organizing Latino Workers in the Los Angeles Manufacturing Sector: The Case of American Racing Equipment Company." Organized panel entitled, "Living Wage Campaigns and Community Labor Coalitions," Atlanta, April 11, 1999.
- ARNOVA, "Building Partnerships Between Organized Labor and Philanthropic Organizations," Seattle, November 5, 1998.
- Keynote Address, California State Federation of Labor, "The Future of the California Economy and Challenges for Organized Labor."
- Community Economic Development Roundtable, "Growing Effective Partnerships Between Community-based Organizations and Organized Labor," Oakland, June 8, 1999.
- Working for America Institute Conference, "Using Research Strategically," Las Vegas, June 14, 1999.

Publications

- "Mexican Hometown Associations and Mexican Immigrant Political Empowerment in Los Angeles," Nonprofit Sector Research Fund, Aspen Foundation, 1998.
- "Participacion Politica y Comunidades Migrantes en California," Centro de Investigaciones sobre America del Norte, UNAM, 1999.
- "Living Wage Campaigns in the Economic Policy Arena," The Phoenix Fund for Workers and Communities, The New World Foundation, New York.
- "Organizing Latino Workers in the Los Angeles Manufacturing Sector: The Case of American Racing Equipment Company," Lewis Center for Regional Studies, UCLA.
- "Neoliberalism, Agrarian Reform and Community Forestry in Quintana Roo, Mexico: Rethinking the Pilot Forestry Plan's Civil Society," University of Colorado, Fort Collins. With Peter Taylor.
- "Making California a Good Place to Produce, Work and Live: Economic Policy Goals for a New Century." With Richard Walker.

Katie Quan

Presentations

- Keynote Address, Living Wage Summit, "Sweatshops and Living Wages," July 19, 1998.
- Panelist, United Nations DPI-NGO, "Sweatshops and the Universal Declaration," September 15, 1998.
- Panelist, United Nations Development Program GMG Conference, "Between Leisure and Unemployment," January 14, 1999.
- Keynote, Cambodian Institute for Peace and Cooperation, "Contribution of Labor Unions to U.S. Society," March 23, 1999.
- Lecture, Cambodian Center for Law and Global Justice, "Contribution of Labor Unions to U.S. Society," March 24, 1999.
- Lecture, Vietnam Institute for Health and Safety, "Health and Safety Issues for

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Garment Workers," April 1, 1999.

- Lecture, Vietnamese Congressional staff, "Contribution of Labor Unions to U.S. Society," April 1, 1999.
- Lecture, University of Philippines – Labor and Industrial Relations, "Impact of Labor Standards on Unions," April 5, 1999.
- Lecture, Institute for Labor Studies, Department of Labor and Employment, Philippines, "Women in Union Leadership," April 5, 1999.
- Panelist, Stanford Labor Conference, "The Anti-Sweatshop Movement," April 17, 1999.
- Guest Speaker, United Nations Association Annual Meeting, "Labor Standards and Sweatshops," May 19, 1999.
- Roundtable Participant, California Institute for Rural Studies, "Transnational Migration," June 9, 1999.
- Plenary Respondent, Working for America Institute (AFL-CIO), "Metro Unionism," June 13, 1999.

Publications

- Paper presentation, "Intersection of Race, Class, Gender in Sweatshop Watch", UCLEA Annual Conference, April 9, 1999.



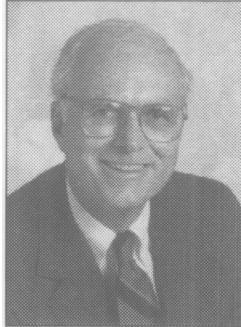
Seventeenth Annual Summer Institute for Union Women, July 1998.



Second Annual Building and Construction Trades Conference, February 11-12, 1999



Center for Organization and Human Resource Effectiveness



*COHRE Advisory Board
Chair, and former CEO of
PG&E, Richard Clarke*

**Richard Clarke,
Chair,
Advisory Board**

**Prof. Ray Miles,
Co-Chair,
Advisory Board**

**Cristina Banks,
Program Director**

**Prof. David Levine,
Research Director**

**Debbie Woods,
Program Coordinator**

COHRE, established two years ago, is the primary vehicle through which business executives and Berkeley faculty can exchange ideas and knowledge about the current status of organizational effectiveness and human resource policy. COHRE explicitly blends both the theoretical and practical perspectives in order to better understand the complex competitive landscape and appropriate organizational responses. COHRE has experienced significant success this year. COHRE tripled its corporate membership and expanded its services to members and the general public through conferences and development of its website. COHRE's Advisory Board now includes two distinguished HR Executives, Pete Peterson (formerly of HP) and Debra Engel (formerly of 3Com). Our first official research project on the causes of turnover has just been completed, and these results are now being disseminated to COHRE members. Several new research projects are in the planning stage.

Conferences are designed to encourage cross-disciplinary discourse to broaden the knowledge base and perspectives of COHRE members and faculty. It is believed that by adopting this strategy, participants will be able to deal more effectively with complex issues that arise from a continuously changing competitive landscape. Human resource executives exposed to topics outside their field will be better equipped to respond to the multiple needs of the organization. Similarly, executives from IT, finance, and general management also exposed to HR topics will develop a greater understanding of and appreciation for the integration of human resource strategy. Indeed, breaking down barriers between functional areas through common discourse is key for future organizational effectiveness. We encouraged member companies to attend conference as a cross-functional strategic team, creating a common framework for strategic planning.

COHRE held two conferences in the last year. The first conference entitled, "Forces Shaping Our Future and Organizational Responses in 2010" attracted 54 executives and faculty. The purpose of the conference was to examine what has been learned about organizational effectiveness in recent innovation, experiments, and studies, and what forces are likely to shape organizations in the future. Rajan Shrikanth of Delta Consulting Group and Raymond Miles of the Haas School detailed numerous advances as well as challenges that still face organizations today. Both remarked on the increasing pace of change, leading to chaotic decision-making and less clarity about how organizations can maintain competitiveness. For example, Miles argues that organizations are responding to two different revolutions at the same time; responding to one (re-engineering for efficiency) is likely to undermine one's ability to respond to the other (creating slack for innovation and flexibility). Shrikanth mentioned the apparent leadership dilemma of having to stay the course while encouraging innovation and change. Leadership in an uncertain environment is the norm; few successful models of leadership can be found. John Freeman of the Haas School talked about talent flows between organizations both here in the US and in Europe. What talent flow strategy will ultimately be most successful in creating successful small companies?

These talks were followed by four presentations far afield from HR. Ed Penhoet, the Dean of the School of Public Health outlined the implications of the mapping of the human genome, particularly in the area of employee selection, privacy rights, and employee control of health care. Paul Wright, Professor of Mechanical Engineering at UC Berkeley, detailed the future of computers and the use of the Internet in enabling rapid prototyping on demand. Manufacturing and our everyday life will be greatly affected by computer advances, some of which will dramatically change the demand for talent outside the computer and engineering fields. John

Zysman, Professor of Political Science at UC Berkeley, redefined globalization and the challenges that face US companies hoping to compete globally. In particular he noted the rising power of European capital markets and the potential for US companies to be blindsided when the catalysts of change emerge from Europe. And finally, Carl Shapiro of the Haas School and author of the book, *Information Rules: A Strategic Guide to the Network Economy*, provided a guided tour of the Internet and e-commerce. These two innovations in IT will dramatically change how organizations conduct business both with their customers and with their employees.

The second conference followed issues identified in the first conference in the area of leadership. The conference entitled, "Leadership Challenges In The New Millennium: Management Roles and Corporate Strategy in the New Economy," featured Kathleen Eisenhardt, Professor of Engineering at Stanford University. She presented results from her ambitious study of emerging corporate strategies. Through her presentation and discussion, participants learned about the defining characteristics of modern effective organizations and how they balance innovation with stability in design and production. Her thoughts on modern corporate strategy are captured in her book, *Competing on the Edge*. She presented numerous examples of successes and failures and explained what appeared to differentiate these two groups. Raymond Miles, Director of COHRE and Professor Emeritus of the Haas School, elaborated Dr. Eisenhardt's points from a leadership perspective. He identified factors that lead to effective and sustainable innovation. Central to his notion of innovation is establishing collaboration as a legitimate management activity. Unfortunately, the collaborative process, which leads to innovation, still has not been accepted or supported by most organizations. Ideas for stimulating collaboration and innovation were offered.

Interdisciplinary research is also one of COHRE's strengths, and this year several faculty teams were assembled to begin research on topics including turnover, knowledge sharing, adoption of best practices, and virtual teams. The purpose of the research is to gain a better understanding of key factors that will allow companies to make more effective decisions. One research project was completed for a member organization, and the results will assist managers in determining how they can minimize the likelihood of turnover in the retail industry. Several other research projects are in the planning stage and will be underway shortly.

Research results, important studies, key articles, and other essential management material is being integrated into COHRE's newly enhanced website. We are in the process of building a rich database or "bookshelf" for managers who wish to become as informed as possible about the complex issues facing organizations today and in the future. The site will include case studies, articles, reviews, and summaries of best practices. Our hope is to build an essential library of information for executives so that they can be best informed on key issues. Portions of the site have been completed and are available to all members and to a limited degree to the public (<http://socrates.berkeley.edu/~iir/cohre/>).

This year proved to be a watershed year. The COHRE concept was sharpened and elaborated, and COHRE has firmly established itself as a leading "think tank" in the Bay Area. Corporate response to COHRE's mission and services has been very positive and gratifying. As we continue to fine-tune our operations and delivery of services, we will see even greater success in the coming year.



Center for Risk Mitigation



Karlene Roberts and Tom Mercer

**Thomas Mercer,
USN-Ret.,
Executive Director**

**Prof. Robert Bea,
Academic Co-Director**

**Prof. Karlene Roberts,
Academic Co-Director**

The Center for Risk Mitigation (CRM) was formed in February 1997 with initial funding provided by IIR. CRM was established as a continuation of the research effort on High Reliability Organizations (HROs) that began in 1985. This project has studied and published extensively on the safety of air and maritime operations of Navy nuclear-powered aircraft carriers, FAA air traffic control operations, and Pacific Gas and Electric's Diablo Canyon nuclear plant and western electrical distribution grid. Recent interdisciplinary areas of emphasis have included developing models for the assessment of risk and organizational climate in civilian and military air operations; maritime oil tanker, offshore platforms, and terminal operations; the banking industry; emergency medical management, and police and fire departments worldwide.

CRM's main objective is to generate, synthesize, and compile knowledge, research, and theory in the area of risk mitigation, safety of operations, and organizational performance reliability. This includes deriving a better understanding of the relationships between the technological core of organizations, their operational requirements, and the various environmental constraints they face. CRM researchers have identified mechanisms by which organizations can increase their reliability, many of which have been exported across industries.

CRM's primary focus is organizational reliability (with safety as one component) and the efforts of the organizations to accomplish their mission(s) reliably and in a competent manner. CRM provides a forum for organizations that have very different mandates to share and exchange information, engage in research, and participate in educational and awareness activities. Center members will conduct field research and provide on-site consulting to sponsoring organizations. CRM will capitalize on its interdisciplinary human resources, which include university faculty from multiple disciplines including engineering, business, and social science, as well as practitioners representing both the public and private sectors.



Labor Project for Working Families



Netsy Firestein

**Netsy Firestein,
Director**

**Lea Grundy,
Program Associate**

The Labor Project for Working Families works with labor unions and in the public policy arena to develop workplace policies for families. Topics include child care, elder care, family leave and flexible work schedules. The Labor Project publishes a quarterly newsletter, *Labor News for Working Families*, which contains model contract language on work/family issues and related information relevant to labor. It is distributed to approximately 3,000 national organizations, unions, and individuals.

The Labor Project maintains a national Labor/Work and Family Database with information including sample contract language from many different industries, research, legislation, policies, and manuals on issues related to labor and work/family. The information is used by labor unions, researchers, labor lawyers, and labor educators across the country.

Over the past year, the Labor Project for Working Families has participated in presentations at the Department of Labor, Alliance of Work/Life Professionals, New York City Union Work/Family Summit, the Bakery, Confectionery and Tobacco Workers Union Women's Conference, and others. The Labor Project provides technical assistance to the labor/management Child and Elder Care Committee of H.E.R.E. Local 2 and the San Francisco Hotels; Alameda County Transit/ Amalgamated Transit Union Local 192's child care committee; and other labor-management committees.

The Labor Project coordinates with the Working Women's Department of the AFL-CIO in the development of a national work/family program, including the Work and Family Bill of Rights, a national network of labor work and family advocates and a series of fact sheets on bargaining for work and family.

The Labor Project's web page includes model contract language, special reports on work/family, past newsletters and links to other work/family pages. The web address is: <http://laborproject.berkeley.edu>

In June 1999, the Labor Project co-sponsored a Labor-Community Forum on Work and Family to build an ongoing alliance in the five Bay Area counties. Over 150 people from unions, advocacy and community groups in the Greater Bay Area gathered on June 29, 1999, to find ways of working together to solve the work/family problems that burden both California families and the California economy. Labor groups present included all levels of the State labor movement. This included local unions like HERE Local 2, ATU Local 192 and SEIU Local 250 and leadership organizations like the California State AFL-CIO and the Central Labor Councils AFL-CIO of Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara Counties. Community and advocacy groups included child care and child welfare advocates, women's groups, community organizations, welfare rights groups, senior advocates, immigrant groups and many others.

Next steps to the Forum include:

- convening labor and community groups on work/family issues on a county level by the Central Labor Councils of Alameda, Contra Costa, San Francisco, San Mateo and Santa Clara;
- developing a work/family legislative agenda and a legislative alert network to lobby for this agenda;
- building joint labor/community electoral campaigns which feature work/family issues;
- conducting a series of trainings for unions and community groups on local economics, public policy and the political process;
- holding a series of mini-workshops and strategy sessions focused on specific work/family issues.

The organizations gathered together on June 29th can form a strong constituency for solutions to the work/family dilemmas of California's working families.



Library and Information Resources



Terence Huwe

Terence K. Huwe,
Director

Janice Kimball,
Library Assistant

The Institute's Library houses the largest labor relations research collection west of the Rocky Mountains. It is an important resource for faculty and students in numerous disciplines. Its print collections exceed 70,000 volumes, including collections of labor and management periodicals, government documents, electronic files and books. Of equal importance, the Library is a "gateway" to a growing array of remote electronic information resources.

Research Support, Public Services and Collection Development

Reference and research support are the Library's top priorities, and in-depth consultations are available to all Library users. The Library spends substantial effort providing guidance and research tools for the use of the Internet. It also provides links to valuable, web-based databases that are available to University affiliates by licensing agreement. The Library is the only facility in the South Campus area that offers access to the University Library's networked CD-ROM towers, which augment and complement the Internet and Web-accessible databases. Library staff also search pay-for-use database services (such as Lexis-Nexis and Dialog) in assisting patrons.

During 1998-1999, the Library experienced an eighteen percent increase in overall reference requests. This reflects a sustained need for information consultation as digital media proliferate and users must consult a wider variety of resources. Sixty percent of reference requests originate on the Berkeley campus. The Library is also an important information source for members of the Labor Movement throughout California, as well as for citizen-researchers, professionals and unionists. The Library continues to add hundreds of books and documents to its collections each year, and it receives many referrals from other campus libraries.

The Library publishes "Recent Publications" and "Internet Resources" columns in IIR's top-ranked scholarly journal, *Industrial Relations: A Journal of Economy and Society*. Abstracts from these features are published in ABI/INFORM, the leading database for business literature ("ABI" via the California Digital Library and Melvyl systems).

New Collections

The Library received three important collections during 1999. Jerry Schneider graciously donated B.V.H. Schneider's labor collection. Schneider was the long-time director of CPER and recipient of the Berkeley Citation, the highest honor that can be conferred on a UC Berkeley employee. In March 1999, Sociology Professor Robert Blauner donated his entire labor relations collection to the Library. The California Labor Federation also made a substantial donation of several hundred books about labor relations and labor history, the vast majority of which were not held anywhere within the University of California library system.

Library Hosts Swedish Delegation

In April 1999, The Library hosted a delegation from Arbetslivsinstitutet, the Swedish Institute for Working Life. Peter Lindgren, library director, led the delegation, which toured the UC Berkeley Campus and also Stanford University. The goal of the delegation was to expand the Internet services offered at Arbetslivsinstitutet, particularly for Swedish labor community members. Lindgren and his team conferred with Terry Huwe regarding Web development strategies, and with Janice Kimball regarding U.S. labor organizing strategies and the impact of the Internet.

The IIR web site address is
[http://socrates.berkeley.edu/
~iir/library/](http://socrates.berkeley.edu/~iir/library/)

Library Administration of the Award-Winning IIR Web

The Library oversees World Wide Web services for the Institute of Industrial Relations, and 1998-1999 continued the strong growth in Web services that was seen last year. The IIR Web's goal is twofold: to provide a public presence that describes our many programs, and to make our research output easily accessible to colleagues and friends. To achieve these goals, the Web emphasizes full text resources, including faculty research reports, working papers, Internet guides, and selected chapters of books (by arrangement with publishers or professors who hold copyright).

Traffic on the site has doubled since 1998, and now averages 4,000 hits per day. In April the IIR Web was selected as a "top labor site" by *Links To Go*, an Internet search engine and discussion group service. This recognition follows the IIR Web's receipt of the 1998 John Sessions Memorial Award, which is jointly conferred by the American Library Association and the AFL-CIO.

Professional Activity of IIR Librarian

IIR Librarian Terry Huwe continues to write and lecture on issues related to libraries and the Information Revolution. He is a frequent contributor to *California Public Employee Relations* and *Advances in Librarianship* (Academic Press). In 1999, he was invited to present a lecture in London at the inaugural meeting of *Internet Librarian International*.

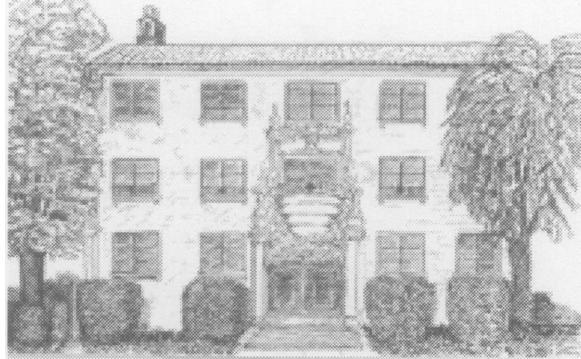
Presentations

"Multi-Disciplinary Research and the Web: A Closer Look," Presentation at Internet Librarian International and Libtech '99, London, United Kingdom, March 30, 1999.

"Multi-Disciplinary Searching and the Internet: The KnowledgeCite Library," Presentation to Global Publisher/Partners of SilverPlatter Information, Inc., Newport Beach, CA, October 17, 1998.

Publications

"New Search Tools for Multi-disciplinary Digital Libraries," *Online* 23, no. 2, March/April 1999.



Faculty Research Projects

Institute of
Industrial
Relations



Ex t r a m u r a l G r a n t s

Major research universities like UC Berkeley are committed to the production of new knowledge through research, as well as to the dissemination of knowledge through teaching. Supporting faculty inquiry is at the heart of IIR's mission. It provides faculty with an intellectual community, administrative support, a library, computing facilities, and seed money to formulate new projects.

Important new research is expensive, however, and neither the Institute nor the University can fully support it. Principal funding for much of the research done at IIR comes from agencies outside the University. IIR plays an essential role in assisting faculty in finding sources of support, preparing grant applications, and administering funding.

New and Continuing Projects

INTERNATIONAL WORKSHOP ON MARINE PIPELINE SAFETY ASSESSMENT AND RISK MANAGEMENT

U.S. Department of the Interior, \$30,000

Robert Bea, Karlene Roberts

The objective of this project is to organize, conduct, and document results from an international workshop on Pipeline Safety Assessment and Risk Management Methods. The objective of this workshop is to bring together pipeline operators, contractors, inspectors, engineers, managers, analysts, researchers, and regulatory agency personnel from around the world to define, discuss, and identify the strengths and weaknesses of the various methods and approaches that have been and are being developed for pipeline safety assessment and risk management. A further objective of the workshop is to identify and describe important research and development efforts that are needed to improve the safety, inspection, and maintenance of offshore pipelines.

THE COMPETITIVE SEMICONDUCTOR MANUFACTURING HUMAN RESOURCES PROJECT, PHASE II

ALFRED P. SLOAN FOUNDATION, \$366,256

Clair Brown

The Competitive Semiconductor Manufacturing Human Resources (CSM-HR) Project has three major goals:

- Analysis of data already collected (or to be collected) by the main study from 24 fabricating plants (fabs).
- Development of a supplemental mail-out questionnaire to fabs participating in the main study so that the employment and training structures can be documented and analyzed as a system.
- Implementation of focus studies to analyze key questions on how the HR systems function. These case studies will augment the more general analysis covering all fabs.

The second phase of the CSM-HR project will combine fieldwork with relational data sets to analyze key issues affecting quality, productivity, and competitiveness in the

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semiconductor industry. Research will focus on the determinants of shopfloor efficiency, wage inequality, new process and product innovation, and organizational decisions to build fabs or contract manufacturing. In particular, we will study the impact of globalization on these issues and how global economic forces have shaped the industry in the United States. The CSM program is a joint project of the College of Engineering, the Haas School of Business, and the Berkeley Roundtable on the International Economy at the University of California, Berkeley.

DEMOGRAPHY OF THE CORPORATION

Alfred P. Sloan Foundation, \$204,070

Glenn R. Carroll

The goal of this project is to provide an empirical base suitable for examining the implications of demographic turnover in the world of corporations for understanding the role of the corporation in society. If a developed corporate demography is to provide knowledge useful for understanding the changing role of the corporation in contemporary societies, it must be able to address the following issues: (1) Are current vital rates diverging from historic rates and, if so, what is the trend? (2) How much change in vital rates over time reflects structural change (change in rates for the same kinds of organizations) versus compositional change (change in the mix of organizations in the system)? (3) To what extent do the patterns of vital rates of newly emerging populations and industries and those undergoing renewals resemble those for similar populations that grew in earlier periods? (4) How similar are the levels and trends in vital rates for similar populations operating in different countries (and is globalization causing rates to converge)?

PROMOTING COOPERATIVE BEHAVIOR IN ORGANIZATIONS: INTERACTIONS BETWEEN PERSONAL CHARACTERISTICS, PERSONAL INCENTIVES, AND NATIONAL CULTURE

Citicorp Behavioral Sciences Research Council, \$120,342

Jennifer Chatman

This study attempts to understand the personal and situational causes of cooperative behavior in organizations. Citicorp's Global Finance business is the primary focus of the research. This group currently faces internal and external pressure to increase coordination and reduce redundancies both among those who originate commercial clients and those who provide particular products to clients, as well as among geographically dispersed (global) locations. The interaction between demographic characteristics, cooperative personalities, and formal and informal incentives to cooperate (i.e., a cross-evaluation feedback program) will be used to predict a variety of specific and general cooperative behaviors such as generating new net revenue, customer retention and satisfaction, individuals' contribution to team and global effectiveness, breadth of relationships in the bank, intent to remain in the job, and actual longevity at Citicorp. Theoretically, this study may show that some people behave more consistently across situations, while others are more likely to alter their behavior according to situational expectations. Practically, it may help managers match people to jobs more effectively by identifying those who are more responsive to tasks requiring cooperation versus those who perform better in jobs requiring individual achievement. It also will evaluate how effectively cross-evaluation and organizational

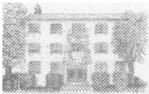


culture promote productive cooperative behaviors in organizations.

IS THERE A WELFARE TRAP? THE IMPORTANCE OF HETEROGENITY, STATE DEPENDENCE, AND INITIAL CONDITIONS

The Joint Center for Poverty Research, The University of Chicago, \$20,000
Hilary W. Hoynes, Kenneth Chay, Dean Hyslop

There is strong empirical evidence that participation in the Aid to Families with Dependent Children (AFDC) program exhibits a great deal of persistence. Many studies utilizing a variety of data sets from different time periods have shown that the longer a family receives AFDC, the less likely they are to leave the program. And the longer a family is off AFDC, the less likely they are to reenter the program. The goal of the proposed project is to decompose this welfare dependence into its "behavioral" (or true structural state dependence) and individual heterogeneity components. Our study will improve on the existing literature in many ways. First, our study will be the first to comprehensively examine both welfare participation and non-participation by simultaneously estimating models of exit and reentry. Second, we will estimate both duration models and discrete panel data models thereby examining the sensitivity of the results to different methods. Our approaches will have the advantage of being more general and less parametric than those used in the literature. Lastly, our research will be based on unique administrative data capturing monthly welfare participation for a nine-year period from a sample of more than 225,000 AFDC cases.



INTERNAL LABOR MARKETS FROM 1955 TO 1995: CHANGING CAREERS AND COMPENSATION IN AMERICA'S LARGEST EMPLOYERS

W.E. Upjohn Institute for Employment Research, \$44,916
David Levine, Dale Belman, Erica Groshen, K.C. O'Shaughnessy

The defining characteristic of an internal labor market (ILM) is a company wage policy that sometimes diverges from that of the external labor market. These divergences can be for an entire employer on average, for a subset of occupations at an employer, or compared to the regional average. This project examines the changing magnitude and persistence of both types of divergences over the last 40 years, connects the changes to theories of ILMs, and relates the results to public policy. We will analyze three datasets. The first contains detailed microdata on the pay practices of approximately 100 large Midwestern employers; it is the longest dataset in the nation with information on pay practices. The second is a proprietary dataset collected by the Hay Group, which links data on more than 50,000 managers, and which includes an excellent measure of skills and responsibility. The third is the Current Population Survey, including supplements on employer size and benefits. The long time period covered by the first dataset will permit an evaluation of the supposed "golden age" of internal labor markets, as well as any recent decline. We also will test the role of human capital in explaining the growth of inequality, why wages differ between firms, and the changes we observe in internal labor markets. Finally, we examine changes in the distribution of occupations across employers to identify changes in the segregation of workers by skill levels, and to test how fairness considerations have affected wages and employment in recent decades. Our results will shed light on public policy issues ranging from policies to increase opportunity for the disadvantaged to policies to promote portability of skills, pensions, and health care.

Extramural Grants

ANALYZING INDEPENDENT EVENT HISTORIES

National Institute of Health, \$143,020

Trond Petersen

Interdependencies between events over an individual's life course are widespread. For example, the amount of schooling a person obtains may depend on his or her family behavior, whether he or she is married or not, and the presence or absence of children. But, vice versa, a person's family behavior may depend on his or her educational behavior, or whether he or she is in school or not. One of the most difficult problems facing research on interdependence between two or more life-spheres is the choice of statistical models for characterizing the dependencies. This problem is currently an obstacle to progress in the study of life-cycle behavior in two or more life spheres. It is widely recognized that such interdependencies should be studied by means of dynamic models, where the sequence and types of transitions are modeled as they actually occur over the life cycle: through modeling of so-called event histories. This project will develop procedures that address the complexities of interdependencies and so help remove long-standing obstacles faced by life-course researchers concerned, for example, with the interrelationships between child-bearing, marital behavior, family demographics, migration, and more.

FACULTY DISCRETIONARY GIFT

Norway Institute for Social Research, \$23,798

Trond Petersen

FACULTY DISCRETIONARY GIFT

U.S. Naval Postgraduate School, \$10,000

Karlene Roberts

The U.S. Navy contracted with Karlene Roberts to help it design an all Navy/Marine Corps study of aircraft squadron risk mitigation. As a part of the U.S. Navy's Quality Management Board, Roberts designed an investigation of risk mitigation and, with the Navy, designed an ongoing database on aviation safety improvement.

DISCRETIONARY GIFT IN THE AREA OF PUBLIC RELATIONS

Labor and Employment Law Section, State Bar of California, \$42,000

Clair Brown, Carol Vendrillo

This is the fourth year CPER has received funds from the Labor and Employment Section of the State Bar of California. The money is used to fund the internship of a student from a local law school who is interested in the specialized field of public sector labor relations.

SERVICE LEARNING MINI-GRANT ECONOMICS 153

Service Learning Research and Development Center, \$1,000

Michael Reich, Kirsten Snow Spalding

Economics 153 introduces junior and senior economics students to real life labor



economics, working on research projects for labor unions. The educational goal is to give the students background on the history of unions, current questions in labor policy, an introduction to labor economics, and labor law. By doing internship work, the students learn how labor unions research labor policy questions and how unions use practical and theoretical research to make strategic decisions about union campaigns, collective bargaining and organizing. The course writing requirement teaches the students to write a policy paper that answers a practical question by integrating primary research data and secondary academic research.

INDEPENDENT OUTSIDE PROGRAM EVALUATION OF SANTA CLARA COUNTY'S COMPREHENSIVE PERFORMANCE MANAGEMENT PROGRAM

Working Partnerships USA, \$6,000

Kirsten Snow Spalding

Utilizing a combination of case studies, quantitative analysis, and surveys, the Center for Labor Research and Education proposes to answer the following general questions:

- How and to what extent have the labor management partnership committees operating in Santa Clara County affected the personal and institutional relationships between the unions and county management throughout the County?
- How have the labor management partnership committees affected the county departments' ability to meet the performance measures established at the outset of the county's Comprehensive Performance Management program?
- How have the labor management partnership committees affected the county departments' ability to meet objective benchmarks (industry or other public sector benchmarks)?
- How has Working Partnerships USA's involvement in the CPM process impacted the committees' effectiveness as measured in the questions above?

ADVANCED MANUFACTURING AND INDUSTRIAL RELATIONS IN THE WAKE OF NAFTA

UC Mexus, \$10,000

Harley Shaiken

As the North American Free Trade Agreement (NAFTA) enters its fourth year, Mexico has seen a considerable expansion of its export base and a surge in more sophisticated manufacturing despite severe traumas in its domestic economy that have resulted in lower real wages and less domestic purchasing power. Reflecting these trends, the US trade deficit with Mexico reached a record \$16.2 billion for 1996, surpassing the \$15.4 billion deficit recorded in 1995. (US Census, 1997.) At the same time, important changes are taking place within collective bargaining and the labor movements in both Mexico and the United States in the wake of NAFTA. (Zapata, 1995; Middlebrook, 1995; Cook, 1997) This project is designed to foster a collaboration between researchers at the Colegio de Mexico and the University of California, Berkeley, to examine three dimensions of these changes: first, changes in union structure and collective bargaining in Mexico; second, changes in collective bargaining in the United States; and, finally, the emergence of cross-border union collaboration



Extramural Grants

between workers in both countries. We plan to pursue these research goals through an extensive literature review, interviews, several case studies, and the establishment of an ongoing dialogue between researchers in both institutions. This project also will serve as a focal point to bring together scholars at the University of California, Berkeley who are not directly part of the project but whose expertise on industrial relations in the US, global industrial restructuring, Mexico, or some combination of the above will be an important contribution to the research.

DEFEAT FRAMES AND SOCIAL MOVEMENTS

National Science Foundation, \$101,772

Kim Voss



This project is designed to advance our theoretical and empirical understanding of social movement development and decline. As more and more scholars have begun to call for a cultural analysis of social movements, the time has come to systematically assess the impact of cultural elements on collective action. This research will investigate the impact of one important aspect of movement culture, the “frame” used to interpret setbacks and defeat. It asks whether the explanations and interpretations activists give for social movement defeats help to preserve the commitment, organization, and solidarity of participants. These issues are explored by examining the British “new union” movement of the late nineteenth and early twentieth centuries. This movement, which began in the late 1880s, attempted to build a broad-based and politically progressive labor movement. There were two waves of militancy, one which occurred in the late 1880s and early 1890s, and the other which occurred in the years preceding World War I. In the first wave, a period of explosive growth and heightened strike activity was followed by setbacks and defeat. In the second wave, a new burst of organizing and strike activity culminated in permanent organizational and political gains. These two waves will be examined to determine whether or not the “lessons” or narratives that activists constructed to explain strike failures in the first wave had any effects on the longevity of local unions or workers’ actions in the second wave.

NAFTA AND SUSTAINABILITY: THE ENVIRONMENTAL AND SOCIO-ECONOMIC CONSEQUENCES OF INTEGRATION IN THE BAJA-SOUTHERN CALIFORNIA REGION

UC MEXUS, \$10,000

Carol Zabin

Proponents of NAFTA argued that integration directed by free market policies could coordinate the two economies in a complementary manner that would result in upwards trajectories of wages, employment and environmental protection. We will evaluate NAFTA’s initial outcomes on competitiveness, productivity, wages, employment and environmental protection through the lens of a case study of two industrial sectors in the Southern California-Baja California region. The research has two components. The first is to analyze the actual economic and environmental trends resulting from U.S.-Mexico integration in two specific sectors—plastics and furniture—in the Baja California-Southern California binational regional economy. These sectors are contrasting examples of binational restructuring, since furniture is very labor-intensive while plastics is capital-intensive. The second component of the research is to analyze local and regional attempts to promote upwards convergence of the two economies, in terms of growth, distribution of income, and environmental

protection. These include efforts to promote industrial upgrading, pollution prevention and environmental technology transfer. These two research components will be used to assess the need for local policy interventions and present guidelines for the types of interventions that may be useful.

IS THERE A WELFARE TRAP?
THE IMPORTANCE OF HETEROGENITY, STATE DEPENDENCE,
AND INITIAL CONDITIONS

UC Multicampus Research Incentive Fund, \$6,500
Hilary W. Hoynes, Kenneth Chay, Dean Hyslop

There is strong empirical evidence that participation in the Aid to Families with Dependent Children (AFDC) program exhibits a great deal of persistence. Many studies utilizing a variety of data sets from different time periods have shown that the longer a family receives AFDC, the less likely they are to leave the program. And the longer a family is off AFDC, the less likely they are to reenter the program. The goal of the proposed project is to decompose this welfare dependence into its "behavioral" (or true structural state dependence) and individual heterogeneity components. Our study will improve on the existing literature in many ways. First, our study will be the first to comprehensively examine both welfare participation and non-participation by simultaneously estimating models of exit and reentry. Second, we will estimate both duration models and discrete panel data models thereby examining the sensitivity of the results to different methods. Our approaches will have the advantage of being more general and less parametric than those used in the literature. Lastly, our research will be based on unique administrative data capturing monthly welfare participation for a nine-year period from a sample of more than 225,000 AFDC cases.

LIVING WAGES, PAY RATES AND INEQUALITY IN THE
SAN FRANCISCO BAY AREA

McKay Foundation, \$14,000
Michael Reich

This research examines the impact of the parts of the proposed living wage ordinance that cover the employees of city service contractors, both the for-profit firms and the nonprofit organizations, as well as the workers who are home health care aides. We examine each of these groups separately because their situations differ considerably. We also address the part of the proposed ordinance that covers the city's lease contracts. Most of the lease contracts involve city-owned land in the Port of San Francisco and at San Francisco International Airport. Although this component of the proposed ordinance would cover a larger number of workers, it will only generate small costs to the City's budget, and only insofar as lease values are affected.

TEACHING AGREEMENT BETWEEN THE UNIVERSITY OF CALIFORNIA AND
CHALMERS TEKNISKA HOGSKOLA

Chalmers Tekniska Hogskola, \$60,000
Karlene Roberts



Extramural Grants

COMMUNITY-LABOR ALLIANCES FOR GROWTH WITH EQUITY IN U.S. CITIES

Aspen Foundation, \$35,000
Carol Zabin

In a number of cities, community-based organizations that address work and employment issues are creating new alliances with organized labor. These community-labor alliances are promoting public policy campaigns and concrete programs to increase the opportunities of low-income people to obtain well-paying jobs. A number of scholars, journalists, and labor leaders have asserted that these new alliances have the potential to implement a new agenda for growth with equity in American cities. The purpose of this study is to describe these alliances and to assess the claims made on their behalf. First, what kinds of new non-profit sector institutions and alliances have been constructed to bridge labor and community interests, and what kinds of policies and programs are these new growth with equity coalitions pursuing? Second, how effective are they as models for community-labor partnership and as means to reduce poverty and inequality? The study seeks to answer these questions by means of a series of in-depth interviews with labor and community leaders in four cities.



Developing Projects

BERKELEY TRI-NATIONAL CONFERENCE ON UNEMPLOYMENT, ECONOMIC SECURITY, AND WORKER REPRESENTATION: PERSPECTIVES OF TRADE UNIONISTS FROM GERMANY, JAPAN AND THE U.S.

German Marshall Fund of the United States, \$49,902
Lloyd Ulman

This is a proposal for a conference of a small number of high-ranking representatives of the trade union movements in Japan, Germany and the United States, to be held on the Berkeley campus under academic auspices provided by three research units at UC Berkeley and four academic institutes in Japan and Germany. The purpose is to provide the invited unionists with an opportunity for a candid exchange of reviews on a number of critical social and economic problems with which they all are confronted and with which they must learn to cope if they are to survive and remain relevant in an era of globalization and profound economic and social change. The conference agenda will be framed by faculty and academic staff from the sponsoring institutes, and a summary volume will be published.

BERKELEY TRI-NATIONAL CONFERENCE ON UNEMPLOYMENT, ECONOMIC SECURITY, AND WORKER REPRESENTATION: PERSPECTIVES OF TRADE UNIONISTS FROM GERMANY, JAPAN AND THE U.S.

Japan-United States Friendship Commission, \$52,170
James Lincoln

This is a proposal for a conference of a small number of high-ranking representatives of the trade union movements in Japan, Germany and the United States, to

be held on the Berkeley campus under academic auspices provided by three research units at UC Berkeley and four academic institutes in Japan and Germany. The purpose is to provide the invited unionists with an opportunity for a candid exchange of reviews on a number of critical social and economic problems with which they all are confronted and with which they must learn to cope if they are to survive and remain relevant in an era of globalization and profound economic and social change. The conference agenda will be framed by faculty and academic staff from the sponsoring institutes, and a summary volume will be published.

THE SHIFTING LOCUS OF VALUE CREATION IN THE SEMICONDUCTOR INDUSTRY: PRODUCT DEVELOPMENT AND LABOR MARKET OUTCOMES

Alfred P. Sloan Foundation, \$300,000
Clair Brown



The Competitive Semiconductor Manufacturing Program has watched the semiconductor industry undergo enormous transformation during the past eight years. When we began our research on the fabrication process, manufacturing capability largely determined the firm's technology and competitive position. Today this is no longer true. The semiconductor industry has become less vertically integrated, is more dispersed globally, and has a greater product market variety. During this maturation process, the determinants of company performance and long-term competitiveness have changed. This study will examine how the evolving structure of the semiconductor industry and the growth in product variety have influenced labor market outcomes, knowledge creation and diffusion, and new product development. But focusing on specific studies within the industry, which we think represent a microcosm of the forces at work, we should be able to determine the drivers of value creation and how the locus of value creation has shifted over time. Through case studies in the hard disk drive and networking industries, we will examine how design, manufacturing, and systems integration activities have evolved over time, and how leadership in value-creating activities has shifted. To understand the inner workings of value creation, we will analyze how innovation occurs both within and between the leading design, manufacturing and system firms. Finally, we will go a level deeper and determine how these evolutionary forces influence labor market outcomes.

CHILD CARE EMPLOYMENT: IMPLICATIONS FOR WOMEN'S ECONOMIC SELF- SUFFICIENCY AND FOR CHILD DEVELOPMENT

John D. And Catherine T. MacArthur Foundation, \$34,210
James Lincoln, Marcy Whitebook

The John D. and Catherine T. MacArthur Foundation has approved a grant of \$100,000 to the Center for the Child Care Workforce in support of developing a broad-based research effort on child care employment and its implications for women's economic self-sufficiency and child development.

Extramural Grants

EMPLOYEES LEGAL CONSCIOUSNESS AND THE MOBILIZATION OF LAW

National Science Foundation, \$382,999

Lauren Edelman



The proposed study would address the nature of employees' legal consciousness and its relations to the mobilization of law. Legal consciousness is an area of increasing importance in socio-legal studies. Yet none of the extant literature (other than our own work in progress) addresses legal consciousness in the employment context, and there have been no empirical studies to date of employees' legal consciousness. This is a critical gap in socio-legal knowledge since employees' legal consciousness is key to employees' enjoyment of their legal rights. This project would build on Edelman and Fuller's earlier work on employers' legal consciousness by studying the components and nature of employees' legal consciousness. It would be designed to address the following general questions: what do employees think about the law generally, and about civil rights and disabilities law in particular? How do employees' understandings of law relate to their general understandings of fairness and justice in the workplace? What does the recent "diversity rhetoric" mean to employees? How do employees understand the "legal structures" that their employers have put in place (e.g. grievance procedures, diversity councils, EEO offices)? What do employees think about their employers' general law-related practices and actions? What factors motivate a sense of justice in the workplace, and conversely, what factors motivate a sense of injustice? What do employees perceive as legal injuries or injustices in the workplace? Under what conditions would employees make use of internal channels of legal redress in their workplaces vis-à-vis formal legal channels for redress? How do employers' symbolic structures shape or convey constructions of law and compliance? Do employees view symbolic structures as legitimate efforts by their employers to recognize employees' legal rights? Does the presence of internal legal structures encourage employees to assert their legal rights or does it pacify them by creating the impression that employers are meeting legal requirements?

TRAINING IN RESEARCH ON COMPARATIVE SOCIAL INEQUALITY

National Science Foundation, \$2,497,715

Trond Petersen

The core goal of the project is to train graduate students to do comparative research on inequality. This is important in an economy which increasingly has become global. Our guiding principle is that patterns of inequality in one nation need to be seen in relationship to patterns of other nations. The training will be interdisciplinary, with grounding in two core social sciences disciplines, economics and sociology, but also with exposure to other social sciences disciplines. The training program will consist of four parts. Part I will be the coursework in sociology and economics, but also in related disciplines, including anthropology and political science. Part II will consist of two internships each of eight weeks at important research institutions in foreign countries, one in an industrialized country, the other in a developing country. The goal is to ensure that the students get broad exposure to forms of inequality in different countries and to how these are studied locally. Part III will consist of a weekly seminar series where relevant research gets presented, including the research of the students themselves. Part IV will be the training the students get from working with one or more individual faculty in the program.

AFFIRMATIVE ACTION ADMISSIONS POLICIES AND PREDICTORS OF COLLEGE PERFORMANCE

UC California Policy Seminar, \$19,494
Jeffrey Perloff

Much of the recent debate about ending affirmative action admissions policies at the University of California can be investigated scientifically. We will investigate how UC grades, rates of learning, field of study, and time to completion vary with students' characteristics at the time of application (such as high school grades and SAT scores). Two of the key questions we will study are being debated in the legislature now: What would be the impact on performance and the composition of students in the entering class if SATs were dropped or class-based entering criteria were used? How will changes in admissions criteria affect the length of time of students to complete studies and how will that affect the cost of a college education and the mix of fields studied? We will use modern statistical techniques and data from U.C. Berkeley to provide evidence on these issues.

LOCAL EMPLOYMENT STANDARDS POLICY AS A STRATEGY TO IMPROVE WAGES AND ACCESS TO EMPLOYER-PROVIDED HEALTH INSURANCE IN LOW-WAGE LABOR MARKETS IN CALIFORNIA

The California Wellness Foundation, \$190,781
Carol Zabin

The Contra Costa Central Labor Council, the Contra Costa Interfaith Sponsoring Committee (CCISCO), and the UC Berkeley Center for Labor Research and Education (CLRE) propose a collaborative research and convenings project to assess the effectiveness of local employment standards policies such as "living wage" and first-source hiring ordinances in ameliorating poverty and poor health in California. Although California has recovered from the recession and restructuring of the early 1990's and unemployment rates are extremely low, an important segment of working families continue to experience poverty and poor health because of low wages and lack of access to employer-provided health care insurance. Using West Contra Costa County as a pilot study, this proposal will develop a research and action methodology that can be used by local government and citizen groups in developing local public policies to improve wages and access to employer-provided health care.

GROUPS, DISSENT AND CREATIVITY

National Institutes of Health, \$414,793
Charlan Nemeth

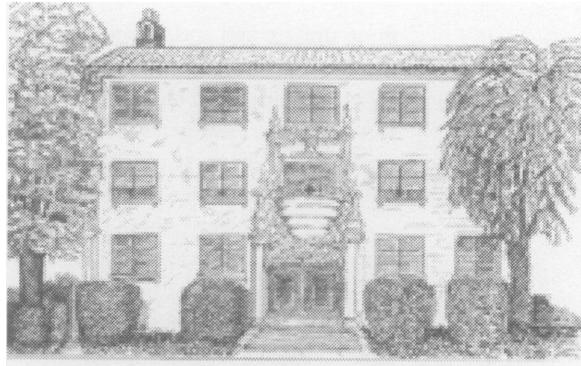
Poor group decision making is often linked to a strain to uniformity and a tendency to adopt solutions prematurely, without due consideration of alternatives. Antidotes to this problem have often taken the form of gaining diversity of viewpoints or fostering dissent, in one form or another (Katzenstein, 1996; Turner and Pratkanis, 1997). Often some form of "devil's advocate" is used. Recent work on authentic dissent (presence of consistently maintained minority viewpoints) offers considerable evidence that such dissent stimulates a search for more information, a consideration of more alternatives and strategies, the detection of solutions that otherwise would have



Extramural Grants

gone undetected and increased creativity (Nemeth, 1995). In a series of studies, we aim to investigate whether the effects of authentic dissent are primarily due to considering "the opposite or an alternative" and, further, whether the devil's advocate mechanism can clone the advantages of authentic dissent. In other words, can the devil's advocate stimulate the same kinds of divergent thought and creativity, but yet ameliorate the rejection and conflict that often accompanies authentic dissent. Subsequent studies will continue to put emphasis on stimulating quality decision making while maintaining morale and essentially compare authentic dissent (which is likely to have better stimulating properties but with lessened morale) with devil's advocate. One set of studies aims to improve the stimulating properties of the devil's advocate; the other aims to reduce the likelihood of rejection of the authentic dissenter. The hope is to better understand and to find mechanisms by which diversity of viewpoints are utilized to raise the quality of thought and decision making.





**Community Outreach and
Research Support Activities**

Institute of
Industrial
Relations



Seminar Series

Bay Area Labor Studies Seminar...

A forum for academics, graduate students, labor leaders and rank and file members to explore topics of interest hosted by the Labor Center.

"Community-based Labor Organizing Strategies"

Mila Thomas, Organizer, SEIU L. 616

Lora Jo Foo, Managing Attorney, Asian Law Caucus

Paul Johnston, Citizenship Project and UC Santa Cruz

October 29, 1998

"Changing Unions to Organize"

David Sickler, So. Cal Regional Director, California Building and Construction Trades Council.

Mike Casey, President, HERE Local 2

Kristy Semersheim, Secretary-Treasurer, SEIU Local 715

November 19, 1998

"Implications of Election Results for California Labor"

Bruce Cain, Professor of Political Science, UC Berkeley

Mike Ganley, Director of Labor/Neighbor, San Francisco Labor Council

Tom Rankin, President, California Labor Federation

December 10, 1998

"New Forms and New Faces in Union Transformation"

Michael Eisenscher, Director, Project for Labor Renewal

Peter Olney, Organizing Director, International Longshore and Warehouse Union

Patty Tamura, Business Representative, SEIU Local 790

January 28, 1999

"Evaluating Labor Management Partnerships"

Stephen Barton, Interim Director of Housing, Housing Dept., City of Berkeley and former President, Berkeley Chapter, SEIU Local 535.

Deborah Moy, Project Coordinator, San Francisco Union Hotels Partnership Project

Larry Williams, former Director of Human Resources, BART

February 22, 1999

"Using Labor's Capital"

Robert M. Hirsch, General Counsel, McMorgan and Co.

Kirsten Snow Spalding, Chair, Center for Labor Research and Education, UCB

Eric Lerner, Wells Fargo Boycott Coordinator, United Steelworkers of America

March 25, 1999

"Maximizing Labor's Stake in Economic Development"

Amy Dean, Executive Officer, South Bay Central Labor Council

Carol Zabin, Economist, Center for Labor Research and Education, UC Berkeley

John Dalrymple, Secretary-Treasurer, Contra Costa County Labor Council

April 29, 1999

"Out and Equal in the Workplace"

Nancy Wohlforth, President of OPEIU Local 3 and SF Chair of Pride at Work

Janice Kimball, Coalition of University Employees (CUE)

Chris Romero, Organizer and Executive Assistant, SEIU Local 790

May 20, 1999

Organizational Behavior and Industrial Relations (OBIR) Seminar...

A forum for graduate students and Berkeley visiting faculty to present original research on organizational behavior and industrial relations.

"*SHUKKO*" (Employee Transfers) and Tacit Knowledge Exchange in Japanese Supply Networks: The Electronics Industry Case"

Prof. James Lincoln, University of California at Berkeley
September 2, 1998

"Age-Dependence in Organizational Mortality Rates: Computational Models and Empirical Comparisons"

Prof. Alessandro Lomi, University of Bologna
September 9, 1998

"The Competitive Dynamics of Status and Niche Width: U.S. Investment Banking, 1920-1950"

Prof. Joel Podolny, Stanford University
September 16, 1998

"The Spatial Dynamics of Organizational Founding: Tokyo Banking 1894-1936"

Prof. Henrich Greve, University of Tsukuba, Japan
September 23, 1998

"I Sing the Bodoni Electric: The Dynamics of Italian Editorial Web Sites"

Prof. Luca Solari, Bocconi University
September 30, 1998

"Organizational Learning in High-Technology Mixed Production"

Prof. Jonathan Leonard, University of California at Berkeley
October 7, 1998

"New Product Introduction and Firm Failure in the U.S. Bicycle Industry: 1880-1918"

Prof. Anand Swaminathan, University of California at Davis
October 14, 1998

"Lucky Numbers: Management Fads as Learning from the Lottery"

Prof. David Strang, Cornell University
October 21, 1998

"Learning More by Crossing Levels: Examples from Airplanes, Hospitals, and Orchestras"

Prof. Richard Hackman, Harvard University
October 28, 1998

"Culture and the Contradiction"

Prof. Kai Peng, University of California at Berkeley
November 4, 1998

"Evolution of the Boundaries of the Firm: An Empirical Analysis of the US Automobile Industry"

Lyda Bigelow, University of California at Berkeley
November 11, 1998

Seminar Series

"Data Collection in Research (Dissertation and Other): Collecting Your Own Versus Mining Existing Sources"

Prof. James Lincoln, Barry Staw, John Freeman, Jonathan Leonard and George Strauss
University of California at Berkeley

November 18, 1998

"Changes in the Employment Contract"

Prof. David Levine, University of California at Berkeley

December 2, 1998

"Innovation and Industry Bifurcation: The Emergence of Strategic Groups"

Prof. Richard Harrison, University of Texas at Dallas

January 20, 1999

"Are Female Workers Less Productive than Male Workers?"

Prof. Trond Petersen, University of California at Berkeley

January 27, 1999

"The Role of Organizational Discontinuity in High Technology: Insights from a U.S. Japan Comparison"

Prof. Robert Cole, University of California at Berkeley

February 3, 1999

"Managing Family Life and an Academic Career"

Faculty Discussion, University of California at Berkeley

February 10, 1999

"Organization Structure and Risk Mitigation"

Prof. Karlene Roberts, University of California at Berkeley

February 17, 1999

"Jumping on Bandwagons: Improving Corporate Reputation through Popular Management Techniques"

Lisa Epstein and Prof. Barry Staw, University of California at Berkeley

February 24, 1999

"Conceptualizing and Assessing Changes in the Institutional Environment of Health Care Organizations"

Richard Scott, Stanford University

March 1, 1999

"The Social Structure of Entrepreneurial Activity"

Prof. Olav Sorenson, University of Chicago

March 10, 1999

"Decentralized Wage Bargaining — A Threat to Incomes Policy Goals or an Instrument of Flexibility?"

Prof. Geir Hogsnes, Department of Sociology, University of Oslo

March 17, 1999

"Living Networked in a Wired World"

Prof. Barry Wellman, University of California at Berkeley

March 31, 1999

"Learning in Dynamic Inter-firm Networks — The Efficacy of Quasi-redundant Contacts"

Prof. John Hagedoorn, Maastricht University and University of California at Berkeley

April 7, 1999

“Social Capital at Work: Networks and Employment at a Phone Center”
Prof. Roberto Fernandez, Stanford University
April 14, 1999

“Resisting Bureaucratic Isomorphism: Hierarchy, Division of Labor, and Impersonality
at the Body Shop International”
Prof. Joanne Martin, Stanford University
April 21, 1999

“Personnel Economics: Past Lessons and Future Directions”
Prof. Edward Lazear, Stanford University
April 28, 1999

“A Taxonomy of Health Networks and Systems: Implications for Theoretical and
Empirical Research”
Prof. Steve Shortell, University of California at Berkeley
May 3, 1999

Faculty Seminar Series...

**An informal series that allows faculty to present their research in progress and
receive feedback from colleagues.**

“Corporate Governance in Germany: Globalization and Political Contingency”
Prof. Nicholas Ziegler
October 12, 1998

“Change and Stability in the Perceptions of the Fair Employment Contract in the US
and Canada”
Prof. David Levine
October 19, 1998

“The Evolution of Earnings Inequality in Italy and the Escalator Clause, 1977-1993”
Marco Manacorda
October 26, 1998

“Perceptions and Procedures in Small Groups: Modeling their Impact on a Variety of
Group Outcomes”
Prof. Jennifer Berdahl
November 2, 1998

“Neoliberal Reform and Community Forestry in Quintana Roo”
Carol Zabin
November 9, 1998

“Offering a Job: Meritocracy and Social Networks”
Prof. Trond Petersen
November 16, 1998

“Defeat Frames and Labor Movements”
Prof. Kim Voss
November 23, 1998

Seminar Series

"Observation Plans for Studying Organizations: Deficiencies of Diverse"

Prof. Glenn Carroll

February 22, 1999

"Wintelism, Distributional Politics, and Labor Markets"

Prof. John Zysman

March 1, 1999

"Minimum Wage Laws Lower Agricultural Wages"

Prof. Jeff Perloff

March 8, 1999

"The Influence of Demographic Composition on the Emergence and Consequences
of Collectivistic Norms in Work Teams"

Prof. Jennifer Chatman

March 15, 1999

"Good News for Low-Income Children? Tax-Transfer Schemes and Family Behavior."

Prof. Nada Eissa

March 29, 1999

"What's happening in U.S. Unions? Hunches, a Few Hard Facts, and an Agenda for
Research"

Prof. George Strauss

April 5, 1999

"The Value of Outsider Status"

Prof. Charlan Nemeth

April 12, 1999

"Pensions and Labor Market Mobility: Effects of Institutional Changes in Financial
Markets"

Prof. Doug Orr

April 19, 1999

"Labor and Globalization"

Prof. Dick Walker

April 26, 1999



Conference Calendar

Center for Labor Research and Education

Organizing Immigrant Workers
January 23, 1999
ILWU, Local 6. Oakland

Building and Construction Trades Organizing Conference, 2nd Annual
February 11- 12, 1999
Rancho Murieta, CA

Building and Construction Trades Organizers' Lunch
Organizing in the Real World
September 17, 1998
His Lordships Restaurant, Berkeley Marina

Summer Women's Institute, 17th Annual
July 6-11, 1998
Western Regional Summer Institute for Union Women
Clark Kerr Campus, U.C. Berkeley, California

Center for Organization and Human Resource Effectiveness

"Forces Shaping Our Future and Organizational Responses in 2010"
February 1, 1999
Haas School of Business

"Leadership Challenges in the New Millennium: Management Roles and Corporate Strategy in the New Economy"
May 17, 1999
Haas School of Business

IIR and the Institute of Economic Research at Hitotsubashi University

"The Coming of the Information-Intensive Century and Innovation in the Organization of the Firm: Comparing Human Resources, Management, and Policy Responses in the U.S. and Japan"
December 16-17, 1998
Hawaii



Faculty from IIR and the Institute of Economic Research at Hitotsubashi University at the Technology Conference in Hawaii, December 1998.



V i s i t i n g I n t e r n a t i o n a l D e l e g a t i o n s

Each year, IIR hosts delegations of foreign visitors; seminars and discussion groups for specialists; and meetings with labor leaders, community organizers and company representatives. Among this year's events were:

- Karamat Ali, Director, Pakistan Institute of Labor Education and Research, October 23, 1998
- Dr. Gerd Muntz, Munich Institute for Social Science, January 14, 1999
- Mirai Chatterjee, General Secretary, Self-Employed Women's Association
- Local Leadership and the Social Safety Net Delegation from the People's Republic of China:
 - Wen Dianchun, Director, Labor Employment Bureau
 - Zhao Guojun, Deputy Director, Department of Unemployment Insurance
 - Dong Keyong, President, Labor and Personnel College, Remin University
 - Mao Jian, Director General, Unemployment Insurance Department, Ministry of Labor and Social Security
 - Yu Renguo, Director Labor Bureau of Dalian, Liaoning Province
 - Lao Yujun, Deputy Director for Bilateral Cooperation, Department of International Cooperation, Ministry of Labor and Social Security
 - Zhao Zhongheng, Director General, Hunan Provincial Department of Labor
- Hui Jai-Joon, research fellow at the Labor Institute of South Korea, June 4, 1999



P u b l i c a t i o n s

The Working Paper Series is now available for downloading from IIR's web site at <http://socrates.berkeley.edu/~iir/wpapers/>.

California Public Employee Relations

California Public Employee Relations (CPER) Magazine

Approximately 80 pages of comprehensive information on public sector employment relations at all levels of California government. Subscription rate: \$250/year, six issues, plus the annual *CPER Index*.

CPER Easy Reference Pocket Guide Series

Pocket Guide to the Family and Medical Leave Acts (1st edition, 1997)
75 pp., \$8.00

Pocket Guide to Public Sector Arbitration: California (2nd edition, 1997)
75 pp., \$7.00

Pocket Guide to the Educational Employment Relations Act (5th edition, 1997)
115 pp., \$7.00

Pocket Guide to the Meyers-Milias-Brown Act (10th edition, 1997)
59 pp., \$7.00

Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act (8th edition, 1997)
77 pp., \$7.00

Pocket Guide to the Ralph C. Dills Act (1st edition, 1996) 116 pp. \$7.00

Pocket Guide to Unfair Practices: California Public Sector (2nd edition, 1995)
75 pp., \$6.00

Pocket Guide to Workplace Rights of Public Employees (2nd edition, 1998)
160 pp., \$8.00

Working Paper Series

"Changes in the Employment Contract? Evidence from a Quasi-Experiment"

Gary Charness, Universitat Pompeu Fabra

David Levine, University of California at Berkeley

"Daddies, Devotion, and Dollars: How Do They Matter for Youth?"

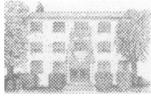
David Levine, University of California at Berkeley

Gary Painter, University of Southern California

"Family Structure and Youth's Outcomes: Which Correlations are Causal?"

David Levine, University of California at Berkeley

Gary Painter, University of Southern California



Industrial Relations: A Journal of Economy and Society



David Levine, Co-Editor

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JULY 1998

"Regional Studies of Comparative International Industrial Relations: Symposium Introduction"

George Strauss (Guest Editor)

"Globalization and Industrial Relations in East Asia: A three Country Comparison"

Stephen J. Frenkel and David Peetz

"Toward Flexible Industrial Relations? Neoliberalism, Democracy, and Labor Reform in Latin America"

Maria Lorena Cook

"Institutional Reformation in East Europe"

Robert J. Flanagan

"Different Paths to Neo-liberalism? Comparing Australia and New Zealand"

Mark Bray and Pat Walsh

"International Labor Revitalization; Enlarging the Playing Field"

Kirsten S. Wever

OCTOBER 1998

"The Wage Premium for Job Seniority During the 1980s and Early 1990s"

Dave E. Marcotte

"Trends in Voluntary and Involuntary Job Turnover"

James Monks and Steven Pizer

"Jobs Lost, Jobs Regained: An Analysis of Black/White Differences in Job Displacement in the 1980s"

Robert W. Fairlie and Lori G. Kletzer

"Local Industry Employment Share and the Experiences of Displaced Workers"

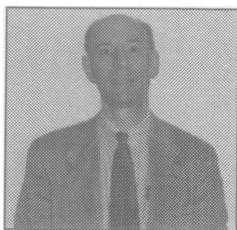
Wendy A. Stock

"Can a Wrongful Discharge Statute Really Benefit Employers?"

Steven E. Abraham

"Taylorism and the Mutual-Gains Strategy"

Chris Nyland



Daniel Mitchell, Co-Editor

JANUARY 1999

Mini-Symposium on Pension:

"Pension Type and Retirement Wealth"

Emily C. Blank

"Scale Economies in Union Pension Plan Administration"

Teresa Ghilarducci and Kevin Terry

"Faculty Choice of a Pension Plan: Defined Benefit vs. Defined Contribution"

Robert L. Clark and M. Melinda Pitts

Other Articles:

"Inertia and Discrimination in the California State Civil Service"

Marlene Kim

"The NBA, Exit Discrimination, and Career Earnings"

Ha Hoang and Dan Rascher

"Ranking the Factors that Affect Occupational Outcomes"

James R. Fain

APRIL 1999

Review Symposium on "Modern Manors: Welfare Capitalism Since the New Deal":

"Modern Manors: An Overview"

Sanford M. Jacoby

"Modern Manorial Law"

Matthew W. Finkin

"'Postmodern' Manors: Welfare Capitalism at the End of the Century"

Vicki Smith

"HRM In the Wings: Jacoby's Modern Manors"

Paul Osterman

"Bad Manors and the Good Welfare State: A Nordic Perspective on Jacoby's 'Modern Manors' and American Welfare Capitalism"

Peter Swenson

"Welfare Capitalism - A European and Comparative Perspective"

Howard Gospel

"Reckoning with Welfare Capitalism: A Response to the Critics"

Sanford M. Jacoby

Other Articles:

"Workplace Transformation and Worker Upskilling: The Perspective of Individual Workers"

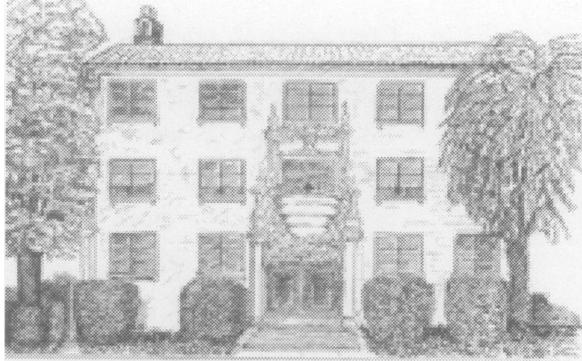
Duane E. Leigh and Kirk D. Gifford

"A Comparison of American and Japanese Work Practices: Skill Formation, Communication, and Conflict Resolution"

Hiromichi Shibata

"Sectoral Productivity and the Distribution of Wages"

Stephen Nord



Faculty

Institute of
Industrial
Relations



A f f i l i a t e d F a c u l t y

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Cristina Banks, *Haas School of Business*
Robert G. Bea, *Department of Civil Engineering*
Sara Beckman, *Haas School of Business*
Joan Bloom, *School of Public Health*
Clair Brown, *Department of Economics*
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Lloyd Utman, *Department of Economics*
Harold Wilensky, *Department of Political Science*

Research Interests and Publications

Chris Ansell

Assistant Professor, Department of Political Science

Chris Ansell's general research interests focus on applying organization theory to political organizations and to issues of democratic governance. Specific research topics include the application of social network theory to processes of institution-building in social movements and political parties. He is completing a project on the historical development of trade unions and socialist parties in the U.S. and Western Europe, with France in particular. His current research project investigates changing forms of territorial organization in North America and Western Europe, focusing on contemporary trends in intergovernmental relations. One part of this project examines changing forms of regional government in Western Europe under the combined pressures of administrative decentralization and European economic integration.

Publications

"The Mass Production of Craft Unionism: Exploring Workers' Solidarity in Late Nineteenth-Century France and America," *Politics & Society*, v. 26, December 1998, 4, 575-602. With Antoine Joseph.

"Organizing International Politics: Sovereignty and Open Systems," *International Political Science Review*, v. 20, January 1999, 1, 73-93. With Steven Weber.

"The Art of Being Indispensable: Noncharismatic Personalism in Contemporary Political Parties," *Comparative Political Studies*, v. 32, May 1999, 3, 283-312. With M. Steven Fish.

Cristina Banks

Senior Lecturer, Haas School of Business

Cristina Banks is involved in applied research and human resource practices that focus on strategic human resource system design, organizational restructuring, job redesign, development and management of teams, performance management and assessment, and personnel selection. She is Program Director for IIR's Center for Organization and Human Resource Effectiveness. She is also a Director on the Chalone Wine Group, Inc., and was formerly a Director on the Board of Whole Foods Market, Inc. She has been a board member of several non-profit organizations and serves as faculty sponsor of the student club in human resource management, the Berkeley Campus Human Resources Council.

Robert Bea

Professor, Civil and Environmental Engineering

Robert Bea's research has focused on assessment and management of human and organization factors in design, construction, and operation of marine systems. In this research, he has collaborated with Professor Karlene Roberts of the Haas School of Business, Professor Brady Williamson of the Department of Civil and Environmental Engineering, and a team of graduate student researchers from engineering and business. This research has involved field studies of tanker loading and discharge operations, offshore platform operations, and air transportation and diving operations. This research has resulted in development of three strategies for assessing and managing the quality and reliability of engineered systems: proactive, reactive, and interactive. For the proactive strategy, a Safety Management Assessment System (SMAS) and a protocol has been developed to help evaluate the safety and reliability characteristics of complex technological systems. This qualitative instrument has been linked with a quantitative probabilistic risk analysis system identified as SYRAS (System Risk Analysis Software). The research has addressed how to improve management of rapidly developing crises and quality assurance and control activities (interactive strategy). The work also has addressed development of accident and near-miss databases (reactive strategy).

Publications

"Human and Organization Factors in the Safety of Off-shore Structures," *Reliability Engineering and System Safety Limited*, 52, 1997.

"Safety Management Assessment System (SMAS)," Proceedings from International Conference on Safety and Health in Construction, Hawaii, 1999. With Derek Hee, Karlene Roberts and R. Brady Williamson.

Sara Beckman

Senior Lecturer, Haas School of Business

Sara Beckman teaches new product development and manufacturing and operations management at the University of California's Haas School of Business. In 10 years at the Haas School, she has developed, institutionalized and directed the school's Management of Technology Program, initiated new courses on design, entrepreneurship in biotechnology and new product development, and won three awards from MBA students for excellence in teaching.

Her present research interests lie in the general arena of innovation management with specific explorations of product definition in the software industry, environmental supply management and development of operations strategy.

Jennifer Berdahl

Assistant Professor, Haas School of Business

Jennifer Berdahl is interested in how social status develops, is maintained, and changes over time through social interaction; how it shapes and is shaped by individual and collective perceptions and behavior; and the effects it has on individual and collective well-being and performance. These general interests are currently manifested in three lines of research: (1) the study of the emergence of status hierarchies in work teams over time; (2) the study of gender harassment in organizations; and (3) the study of social status and cognition. All three lines of research have direct applications to social conflict and power dynamics in the workplace.

Publications

"The Dynamics of Composition and Socialization in Small Groups: Insights Gained from Developing a Computational Model," in M. A. Neale, E. A. Mannix, and D. H. Gruenfeld (Eds.), *Research on Managing in Groups and Teams, Vol. 1*. 209-227, Greenwich, CT : JAI Press, Inc., 1998.

Joan Bloom

Professor, School of Public Health

Joan Bloom has been studying nurse staffing issues, including the environmental and organizational factors that influence nursing in acute care hospitals. She has also been studying the impact of managed care and other delivery of mental health services for Medicaid-eligible consumers. Professor Bloom is also examining the impact of returning to work after a serious illness.

Publications

"A Psycho-Educational Group Intervention for Young Women with Breast Cancer: Design and Process Evaluation." *Cancer Research, Therapy, and Control*, 1999. With P. Banks, S.L. Stewart, M. Morrow, P. Fobair.

"A Tale of Two Methods: Randomization vs. Matching Trials in Clinical Research," *Psycho-Oncology*, 7:371-375, 1998. With D. Spiegel, H. Kraemer.

"Managed Mental Health Experience in Colorado," in David Mechanic, (Ed.), *New Directions for Mental Health Services*, No. 78, Jossey-Bass, San Francisco, Summer, 1998.

With J. Hausman and N. Wallace.

"Modeling Quality of Life in Young Women with Breast Cancer," in *American Statistical Association*, 1988. Proceedings of the Biopharmaceutical Section, August 9-13, 1998. 173-178, Dallas, Texas. With S.L. Stewart, J.M. Johnston, and P. B. Banks.

David Brody

Professor Emeritus, History: University of California, Davis

The main research interests of David Brody are labor history and 20th century American history. He is currently revising a second edition of a co-authored text, *America: A Concise History* (Bedford Books). This past year he wrote an essay on the origins of workplace representation policy in the U.S., and is currently working on a book on the relationship between workplace issues and industrial unionism during the New Deal era.

Publications

"A Question of Rights," *New Labor Forum*, 129-37, Fall/Winter 1998.

"John McLuckie: Burgess of Homestead," in Susan Ware (Ed.), *Forgotten Heroes*. Free Press, 143-52, 1998.

"Free Labor, Law, and American Trade Unionism," in Stanley L. Engerman (Ed.), *Terms of Labor: Slavery, Serfdom, and Free Labor*. Stanford University Press, 213-43, 1999.

Clair Brown

Professor, Department of Economics

Clair Brown is Professor of Economics and the head of the Center for Work, Technology, and Society at the Institute of Industrial Relations at the University of California, Berkeley. Professor Brown has published research on many aspects of the labor market, including unemployment, labor market institutions, the standard of living, and firm employment systems and firm performance. The industries she has studied include semiconductors, telecommunications, consumer electronics, and automobiles. Brown heads the human resources group of the Sloan Competitive Semiconductor Manufacturing program at U.C. Berkeley. She is the editor of *Competitive Semiconductor Manufacturing: Human Resources Analysis* (University of California, Berkeley, December 1997). Their research has shown a significant relationship between firm performance and human resource systems. Brown's work on the relationship between work roles, economic growth, and living standards and how

the standard of living has changed during the 20th century is examined in *American Standards of Living, 1918-1988* (Blackwell, 1994). Currently, Professor Brown is writing a book on innovation and the management of technology, and updating her earlier research on living standards and on managing innovation and creativity. Her research on the firm employment systems and macroeconomic institutions in the United States and Japan is presented in *Work and Pay in the United States and Japan* (with Nakata, Reich and Ulman; Oxford University Press, 1997). The semiconductor report, chapters from her books, and papers can be found at <http://socrates.berkeley.edu/~iir/worktech/>. Professor Brown is currently writing a book on work and technology in the 21st century and is extending her work on standards of living.

Publications

"The Impact of Technological Change on Work and Wages," Paper presented at the IRRA Annual Meeting, January 1999. With Ben Campbell.

"Managing Shopfloor Innovation in the Semiconductor Industry," Paper presented at the Conference on Technology and Changing Labor Market Institutions, Honolulu, December 1998. With Melissa M. Appleyard.

"The Evolution of Wage Structures in the Semiconductor Industry," Paper presented at Sloan Conference on Wage Inequality, University of Wisconsin, 1999. With Ben Campbell.

Michael Burawoy

Professor, Department of Sociology

This last year, Michael Burawoy continued his study of the decline of Russian industry, extending it from coal and timber to the construction industry and also to the domestic sphere. In a nutshell, he seeks to develop a political economy of the Russian transition to a market economy. The case studies he conducted in various sectors of the economy have led him to develop a theory of the combined and uneven degeneration, or what he calls "involution," of Russia's economy. He is now studying the implications of the research for class formation, in particular the changing relation between housing classes, social classes and economic class.

Christopher Candland

Assistant Professor, Department of Political Science

In fall 1999, Christopher Candland left Berkeley's political

science faculty to teach South Asian politics and political economy at Wellesley College. He continues to be involved in the University of California - Harvard University Center for the Study of Labor Politics, which he co-founded in 1998 with Ruth Berins Collier and Elizabeth Perry.

Publications

"Can Corporate Codes of Conduct Promote Labor Standards? Evidence from Thai Footwear and Apparel Industries," Hong Kong: Asia Monitor Research Center, 1999. With Junya Yimprasert.

"New Social and New Political Unionism: Labor, Industry, and the State in India and Pakistan," in Peter Waterman and Ronaldo Munck, (Eds.), *Labour Worldwide in the Era of Globalisation*. Basingstoke: Macmillan, 1998.

David Card

Professor, Department of Economics

Over the past year, David Card's research has focused on issues related to education, immigration, and welfare reform. On the education side, he completed a chapter for the forthcoming *Handbook of Labor Economics* entitled *The Causal Effects of Education on Earnings*. This chapter surveys research over the past decade on the question of whether the acquisition of more education leads to higher earnings, or whether people who acquire more schooling would have had higher earnings irrespective of their education. A more technical version of this work was presented as his Fisher Schultz lecture to the European meeting of the Econometric Society in September 1998, and will be published in *Econometrica*. He also completed a study of the effect of the Canadian version of the G.I. Bill, which paid tuition and living expenses for WW II veterans. Finally, Professor Card completed a study of the factors underlying recent increases in the earnings differences between college graduates and high school graduates in the U.S.

On the immigration side, he completed a study that looks at the education, marital status, and incomes of second generation Americans, men and women who were born in the U.S., but whose parents were born abroad. This study finds that second generation individuals today share many of the same features as second generation individuals in 1940 and 1970. The children of immigrants have education and earnings outcomes that are higher than their parents, and on average equal to or exceeding the education and earnings of those whose parents were born in the U.S.

With respect to welfare reform, he completed two projects. One is a paper that reviews and synthesizes recent evidence on the effects of financial incentives for leaving welfare, focusing mainly on experimental evidence from several recent welfare reform evaluations. A second project is a study of the incentives to prolong welfare spells among

individuals who were offered an earnings subsidy if they stayed on welfare for over a year. This study is part of an ongoing evaluation of the Self Sufficiency Project, which is a large scale randomized social experiment in Canada designed to test the effects of an earnings subsidy for people who leave welfare and move to full time work.

Glenn R. Carroll

Professor, Haas School of Business

Glenn R. Carroll is an organizational sociologist who teaches in the Haas School of Business. His general interests lie with the formal organization of work and the design and behavior of formal organizations. Professor Carroll is currently involved with three distinct lines of research: (1) the study of careers and other characteristics of managers and the self-employed; (2) a multi-industry study of how organizational populations evolve over time and the best ways to study this process; and (3) investigation of how organizational cultures are transmitted and maintained. His empirical work includes the study of the newspaper publishing, beer brewing, automobile manufacturing, fish farming, commercial banking, and data storage industries.

Publications

Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective. New York: Oxford University Press, 1999. Co-editor with David J. Teece.

"Transaction Cost Economics: Its Influence on Organization Theory, Strategic Management and Political Economy," in G.R. Carroll and D. J. Teece, (Eds), *Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective.* New York: Oxford University Press, 1999. With D.J. Teece and P. Spiller.

"Markets, Hierarchies and Firms: Introduction and Overview," in G.R. Carroll and D. J. Teece (Eds), *Firms, Markets and Hierarchies: The Transaction Cost Economics Perspective.* New York: Oxford University Press, 1999. With D.J. Teece.

"Organizational Demography and Culture: Insights from a Formal Model and Simulation," *Administrative Science Quarterly*, 43, September 1998: 637-667. With J. Richard Harrison.

Jennifer Chatman

Associate Professor, Haas School of Business

One goal of Jennifer Chatman's research has been to develop a complete theory of how individual behavior is affected by both individual and situational influences in organizational contexts. To do this, she has identified a model of person-organization fit and defined it as the

congruence between patterns of organizational values and patterns of individual values. More specifically, she focuses on the antecedents, consequences, and elements composing person-environment interaction.

Professor Chatman's research can be categorized into three areas: (1) person-situation interactions; organizational culture; (2) how it is transmitted through socialization practices; and (3) personality, values, cognitive ability, and demographic characteristics. She applies the knowledge she gains in the culture and individual differences areas directly to the interactional area. In each area, she strives to combine theoretical development and methods that emphasize external validity and realism.

Publications

"Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes," *Administrative Science Quarterly*, 4: 437-480. With J. Polzer, S. Barsade and M. Neale. 1998.

"Getting People to Cooperate in Organizations: The Influence of Personality, Formal and Informal Incentives and Being Different," *Academy of Management Best Paper Proceedings.* With K. Schnog and S. Spataro. 1998.

Kenneth Chay

Assistant Professor, Department of Economics

Over the past year, Ken Chay has made progress on two different research projects. The first project, which has received IIR support and will be funded for the next three years by the National Science Foundation, attempts to provide empirical evidence on the costs and benefits of environmental regulation and on the question: Does air quality matter? The second project concerns the identification and estimation of dynamic discrete process models.

Publications

"Identification and Estimation of Dynamic Binary Response Panel Data Models: Empirical Evidence Using Alternative Approaches," (with Dean Hyslop), Center for Labor Economics Working Paper No. 5, UC-Berkeley, October 1998.

"Does Air Quality Matter? Evidence from the Housing Market," NBER Working Paper No. 6826, December 1998. With Michael Greenstone.

"Minority Business Set-Asides and Black Self-Employment," mimeograph, UC-Berkeley, December 1998. With Robert Fairlie.

"The Impact of Air Pollution on Infant Mortality: Evidence

from Geographic Variation in Pollution Shocks Induced by a Recession," mimeograph, UC Berkeley, March 1999. With Michael Greenstone.

Ruth Berins Collier

Professor, Department of Political Science

Ruth Berins Collier has just completed a book, *Paths Toward Democracy? The Working Class and Elites in Western Europe and South America*, which will be published by Cambridge University Press. It analyzes the role of the working class in historical and contemporary processes of democratization. She has also published a recent article "The Transformation of Labor-Based One-Partyism at the End of the 20th Century: The Case of Mexico." As co-director of the Berkeley-Harvard Center for Labor Politics in the Pacific Rim, she organized a spring workshop on Political Parties and Working-Class Constituencies. A fall workshop on Changing Strategies of Worker Protest and Resistance is being planned.

Lauren Edelman

Professor, Boalt Law School and Department of Sociology

Lauren Edelman's research and academic interests fall at the intersection of organizations and law. She studies the regulation of the employment relation, including employers' responses to specific legal mandates; the interplay between unions and legal rights in the non-union context; work-place dispute resolution; workers' claims to and mobilization of their legal rights; the role of intra-organizational professions in the construction of law; organizations' legal cultures; and the impact of organizational practices on law.

Nada Eissa

Assistant Professor, Department of Economics

Professor Eissa's interests include issues related to the evaluation and design of transfer programs, and the treatment of married women by the social security system. The focus of her work on transfer programs has been family and child well being, including work behavior among two-parent families, family formation (marriage) and household consumption. Ultimately, she expects to extend this work to evaluate transfers within the family and to directly examine measures of child outcome such as educational attainment and health status.

Publications

"The Earned Income Tax Credit and Labor Supply of Married Couples," *NBER Working Paper #6856*, December 1998. With Hilary Hoynes.

"The Earned Income Tax Credit: Implications for Married Couples," *Poverty Research News, Joint Center for Poverty Research Newsletter*, Summer 1998.

Peter Evans

Professor, Department of Sociology

For the past three decades, Peter Evans has worked in the area of comparative political economy, writing from a sociological perspective about Third World industrialization and focusing particularly on the role of the nation state in fostering (or impeding) industrial transformation. This work has always included attention to the way in which the global economy creates opportunities and constraints which shape national strategies. It has also included extensive analysis of the strategy and behavior of private transnational actors (i.e., transnational corporations).

Publications

"Transnational Corporations and Third World States: From the Old Internationalization to the New," pp. 195-224, in *Transnational Corporations and the World Economy*, Richard Kozul-Wright and Robert Rowthorn (Eds). London: MacMillan, 1998.

"The Eclipse of the State? Reflections on Stateness in an Era of Globalization," *World Politics* 50, October, 1997: 62-87.

Neil Fligstein

Professor, Department of Sociology

Neil Fligstein is interested in economic sociology. Using both historical and quantitative data, he studies how the way that American firms do business has changed in the past century. More recently, he has been looking at the current attempt to create a single market in Western Europe, and has written several theoretical articles analyzing some of these changes. His long-term goal is to use his theoretical and empirical studies to attack the forces of "globalization" and provide both an empirical and theoretical defense of the welfare state and the protection of

workers.

Publications

"Chasing Alfred Chandler," *American Journal of Sociology*, 104: 902-905, 1999.

"Kay: Pattern in Corporate Evolution," *Administrative Science Quarterly*, 43: 701-704, 1998.

"H. Wallace (Ed.): *Decisionmaking in the EU*," *Journal of Common Market Studies*, 32: 487, 1999.

Gillian Hart

Professor, Department of Geography

Since 1994, Gillian Hart has been studying the post-apartheid transition in South Africa through ethnographic and historical research in two towns in KwaZulu-Natal. Both towns are closely linked with the global economy through Taiwanese and Mainland Chinese investment. From the 1960s to the 1980s, they were also the locus of massive forced removals of people from the surrounding countryside into huge townships. Particularly since local government elections in 1996, Hart's research has focussed on how new forms of local governance are taking shape, and their relationship to changes in labor and community organizing. She is also drawing on this research to critique the ways discourses of "globalization" are being used to legitimate a neoliberal agenda in post-apartheid South Africa. The results of the research will be published in a book entitled *After Apartheid: Making Space in a Globalizing World*.

Publications

"Accumulating Tensions: Remaking the Local State in South Africa," Paper Prepared for the Geography Colloquium, Ohio State University, April 1999.

"A Critique of the New Agrarian Optimism," *Development and Change*, vol. 29, 1, 27-54, 1998.

"Multiple Trajectories: A Critique of Industrial Restructuring and the New Institutionalism," *Antipode*, vol. 30, 4: 333-356.

Hilary Hoynes

Assistant Professor, Department of Economics

Hilary Hoynes' research centers on the analysis of the effects of taxes and transfers on labor supply and family structure. In "The Earned Income Tax Credit and the Labor Supply of Married Couples," Professor Hoynes (with Nada Eissa) examines the effect of the EITC on the labor

force participation and hours of work of married couples. She finds that expansions in the EITC over the last decade have led to some increase in labor supply by husbands but a reduction in labor supply for wives. This may seem surprising given the perception that the EITC increases labor effort, but it is due to the combined effect of high tax rates in the phase-out range of the credit and large EITC transfer based on the husband's earnings. Professors Hoynes and Eissa use these estimates to discuss transfer program design. They are continuing their collaboration to examine the effects of taxes on marriage and fertility, and to examine how the composition and level of household expenditures have changed in response to expansions in the EITC.

Professor Hoynes is also developing a research program using rich administrative panel data on a large sample of welfare recipients in California. In "AFDC Caseloads and Labor Markets: Assessing the Impact of Cycles on Entry, Exit, and Recidivism," she uses 10 years of this administrative data to examine the importance of labor demand in welfare participation. She finds that increases in labor market opportunities lead to lower rates of entry into welfare, shorter welfare spells, and lower recidivism rates. Ultimately, this data will be linked with panel data on quarterly earnings. This will allow her to examine issues such as the extent of previous work experience for welfare recipients, the nature of transitions from welfare to work, and the role that the EITC plays in facilitating that transition.

Jerome Karabel

Professor, Department of Sociology

Jerome Karabel is Co-director of the Berkeley Project on Equal Opportunity. Since the early 1970's, Professor Karabel has had a special interest in the social consequences of policies of university admissions. Currently, he is directing (with Troy Duster) a multi-year study with a grant from the Ford Foundation on the effects of the elimination of affirmative action at the University of California.

Publications

"The Rise and Fall of Affirmative Action at the University of California," Presented at a Plenary Session, Annual Meeting, American Sociological Association, August 21, 1998, San Francisco.

Clark Kerr

UC President Emeritus

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Economics and Haas School of Business*

Clark Kerr continues to write his memoirs covering his

Berkeley chancellorship and UC presidency. It is tentatively planned as a two-volume work, collectively titled *The Gold and the Blue—A Personal Memoir of the University of California (1949-1967)*, to be published by UC Press in 2000. The first volume, *Academic Triumphs*, describes UC's tremendous changes, growth, and rise to excellence in the 1950s and 1960s. The second volume, *Political Turmoil*, discusses the long-lasting impacts of the loyalty oath controversy, McCarthyism, and HUAC hearings on the university, presents an insiders look at the student uprisings of the 1960s and particularly the Free Speech Movement at Berkeley, and traces these conflicting currents to their culmination in his dismissal from the university presidency.

Jonathan Leonard

Professor, Haas School of Business

Jonathan Leonard's areas of research include sources of job growth and dynamics of the firm; job turnover and wage discrimination; affirmative action, occupational advancement, and discrimination; the decline in union membership; wage and employment determination; and the Social Security Disability Program and labor force participation. Professor Leonard's work with Professor David Neumark of the University of Pennsylvania shows that a real shift lowered the growth of wages in the early 1980s, but that this change went beyond what could have been expected based on past business cycles, weaker unions, improved central bank credibility, or shifts in expectations of inflation. Rather, real structural changes, as well as a shift in compensation from wages to fringes, appear to have been the cause of slowed wage growth.

David Levine

Associate Professor, Haas School of Business

Professor David Levine's research has focused on studying the causes and effects of compensation and other human resource practices. Much of this research has tried to untangle theories of human capital, fairness, institutions, and bargaining power. A number of books and articles have examined what it takes to make workplaces with high levels of employee involvement succeed; why such workplaces are relatively rare in the U.S.; and what (if anything) public policy should do about these low levels.

More recently he has begun examining how characteristics of the family and neighborhood affect youth outcomes such as education and employment. He is currently extending this research to focus on poor children in poor nations, starting with Indonesia.

Publications

"Flexibility versus Efficiency? A Case Study of Model

Changeovers in the Toyota Production System," *Organization Science*, 1998.

"Computer Mediated Communication as Employee Voice: A Case Study," *Industrial and Labor Relations Review*, 1998, With Elizabeth Bishop.

James Lincoln

*Director, Institute of Industrial Relations
Professor, Haas School of Business*

James R. Lincoln is a professor at the Walter A. Haas School of Business and the Director of the Institute of Industrial Relations at UC Berkeley. He was previously on the faculties of the University of Southern California, Indiana University, and the University of Arizona. His Ph.D. is in Sociology from the University of Wisconsin (1974). His primary research and teaching interests concern organizational theory and Japanese economic organization. He is the author (with Arne Kalleberg) of *Culture, Control, and Commitment: A Study of Work Organizations and Work Attitudes in the U.S. and Japan* (Cambridge University Press, 1990) and numerous articles on Japanese management and labor. He has been a visiting scholar at Hitotsubashi, Doshisha, and Ritsumeikan Universities in Japan. His current research is with Professor Michael Gerlach of the Haas School of Business on *keiretsu* networks and partnerships in Japan. A book from this project is under preparation for Cambridge University Press.

Raymond Miles

*Dean Emeritus, Haas School of Business
Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Haas School of Business*

Raymond Miles' continuing interest is the evolution of organizational forms and its implications for organizational economics, industrial relations policy and practice, and managerial philosophies and behaviors. Work is in progress on the value-adding properties of organizational forms, a resource-based theory for inter-firm collaboration, careers in alternative organizational forms, and leadership style requirements in organizations designed for continuous innovation. As Co-Chair of the Advisory Committee of COHRE, Professor Miles is organizing a continuing forum for academics and executives to discuss the implications of organizational evolution for a wide range of management and human resources issues.

Charlan Jeanne Nemeth

Professor, Department of Psychology

Charlan Nemeth has long been interested in influence processes and group decision making. Her emphasis has generally been on “celebrating our differences rather than homogenizing people.” She and her research group have often found there is power in being underestimated; there is value in exposure to differing views, even when those views are incorrect or create internal conflict. The underlying interest in all of this work is to use influence processes to make people stronger, smarter, more reflective, and clearer about their opinions, values and behavior.

In an attempt to find mechanisms whereby dissent is at least tolerated, if not welcomed, Professor Nemeth has recently focused on techniques (e.g. devil’s advocate) with an emphasis on how to improve its stimulating properties. The other focus is on “corporate culture” with an emphasis on appreciating diversity of viewpoint. Professor Nemeth would like to clone the “hot groups” which tend to find creative solutions.

Publications

“Profiting from Those We Underestimate: Dissent and Innovation,” *Proceedings of the Association of Research Libraries*, Washington, D.C. 1998.

Jeffrey M. Perloff

Professor, Agricultural and Resource Economics

Jeffrey Perloff is interested in research in labor economics in general and agricultural labor economics in particular. In addition, he conducts research in industrial organization, trade, and law and economics. Lately, he has been examining how efficiency wages explain unusual labor-management practices and the effects of the minimum wage, welfare programs, and other government policies on agricultural labor markets.

Publications

“Migration of Seasonal Agricultural Workers,” *American Journal of Agricultural Economics*, 80(1), February 1998:154-64. With Lori Lynch and Susan M. Gabbard.

“Multimarket Market Power Estimation: The Australian Retail Meat Sector,” *Applied Economics*, 30(9), September 1998:1169-76. With Charles E. Hyde.

“Droit de Suite,” in Peter Newman, (Ed.), *New Palgrave Dictionary of Economics and the Law*. Vol. 1, New York: Stockton Press, 1998.

Trond Peterson

*Associate Professor, Haas School of Business
Department of Sociology*

The first of Trond Peterson’s four research projects investigates reward and motivation structures in formal organizations. This project has two specific foci. The first is to contrast the use of bureaucratic career incentives (i.e., when future promotions and rewards depend on current performance) with direct incentives (e.g., piece-rates, production bonuses, etc.). He investigates the determinants of the organizational choices between these two types of reward structures. The second focus is on the effects of direct incentive structures on the level and distribution of wages.

His second project studies career patterns of white-collar employees in a large bureaucratically organized insurance company and a large public utility company. He uses the personnel records of the companies.

His third project is on methods for quantitative research. This project does not have a single core but consists instead of two separate components. The first and most important component is research on methods for analysis of longitudinal data, or more specifically, event history data.

His fourth project is on occupational sex segregation and the gender wage gap. This is also a large-scale comparative project, analyzing data from the U.S., Norway, and Sweden.

Michael Reich

Professor, Department of Economics

Michael Reich’s general research interests cut across areas of labor economics as well as the history of economic thought. Within labor economics, he is interested in institutional differences — such as managerial intensity and corporate governance structures — and their consequences for economic performance across the U.S., Western Europe, and Japan. He also maintains interests in labor market segmentation and inequality in the U.S. Within the history of economic thought, he is interested in relating the evolution of economic thought in the 20th century to distinct historical stages and institutional structures of capitalism, as developed in his previous work on social structures of accumulation.

Karlene Roberts

Professor, Haas School of Business

Karlene Roberts engages in research on the design and management of organization, and systems of organizations, in which error can result in catastrophic consequences. The research team that Professor Roberts has been working with has recently focused more attention on systems of interdependent organizations because it was found that

errors in one organization are often direct results of the activities of other organizations. Her publications have centered around issues of organizational structure, decision-making, and culture.

Publications

"Having the Bubble," in A. Bedeian (Ed.), *Management Laureates: A Collection of Autobiographical Essays*. Greenwich, CT: JAI Press. Vol. 5, 207-242. 1998.

"The Cross Cultural Design and Management of High Reliability Organizations and Systems of Organizations: Conceptual Help from the Triandis Review," in J.C. Cheng & R.B. Petersen (Eds.), *Advances in International Comparative Management*. 12, 67-76. Greenwich, CT: JAI Press, 1998.

"Safety Management Assessment System (SMAS): A Process for Identifying and Evaluating Human and Organization Factors in Marine Operations with Field Test Results," *Reliability, Engineering and System Safety Journal*, 65 No. 2, 125-140, 1999. With D.D. Hee., R.G. Bea, B.D. Pickrell, and B. Williamson.

James Robinson

Professor, School of Public Health

James Robinson's research focuses on the organizational transformation of the health care system under managed care. He is analyzing horizontal integration through mergers and acquisitions, vertical integration and contractual relationships with physical organizations and hospital systems, the growth of large public and private purchasing alliances, and the changing nature of public policy. Professor Robinson's research is supported by the Robert Wood Johnson Foundation and the Milbank Memorial Fund.

Annalee Saxenian

Associate Professor, City and Regional Planning

Annalee Saxenian is currently studying the role of immigrant entrepreneurs in Silicon Valley's technology industry. She seeks to illuminate how Chinese, especially Taiwanese, and Indian engineers—who account for almost one-third of the region's professional workforce—are simultaneously creating a new model of immigrant entrepreneurship and building transnational networks that accelerate the integration of Silicon Valley and fast-growing regions in Asia. This project builds on her prior research comparing Silicon Valley and Boston's Route 128: *Regional Advantage: Culture and Competition in Silicon Valley and Route 128* (Harvard University Press, 1994).

Publications

"Silicon Valley's New Immigrant Entrepreneurs," Public Policy Institute of California, San Francisco, 1999.

Andrew Scharlach

Eugene and Rose Kleiner Professor of Aging Policies, Social Welfare

Andrew Scharlach directs the Center for the Advanced Study of Aging Services. An ongoing area of research concerns the economic implications of family care responsibilities. In projects with Kaiser Health Plan and the California Department of Health Services, Professor Scharlach has been examining the role of coordinated care management in reducing the costs associated with caring for an ill or disabled family member, facilitating access to appropriate long term care services, and potentially limiting the financial and legal risks borne by insurers and other third-party payers.

Harley Shaiken

Professor, School of Education

Harley Shaiken's research has focused on economic globalization and its impact on labor. His work defines and analyzes the factors shaping comparative advantage on a global scale, including the role that new ways of organizing work plays in both changing shop floor relations and influencing competitiveness and comparative advantage. Over the past year, Professor Shaiken has explored two themes: the transformation of Mexican manufacturing and its integration with the rest of North America in the wake of NAFTA, and labor and labor market impacts of NAFTA in the U.S.

Stephen Shortell

Stephen M. Shortell is the Blue Cross of California Distinguished Professor of Health Policy and Management and Professor of Organization Behavior at the School of Public Health, University of California-Berkeley. Dr. Shortell also holds appointments at the Haas School of Business, and the Department of Sociology at UC-Berkeley and at the Institute for Health Policy Research, UC-San Francisco. Previously, Professor Shortell was the A.C. Buehler Distinguished Professor of Health Services Management and Professor of Organization Behavior in the Department of Organization Behavior at the J.L. Kellogg Graduate School of Management, Northwestern University.

Barry Staw

Professor, Haas School of Business

Much of Barry Staw's research focuses on the micro, or psychological side, of organizational behavior. Over the years, he has conducted a large number of studies on the problem of escalating commitment to a course of action. He also has done research on job attitudes, especially the role that personality plays in determining one's reactions to an organizational role. Recently, he also has conducted research on creativity in organizational settings, the influence of dispositional affect on work performance, and how a leader's expression of emotion affects team performance.

David Stern

Professor, School of Education

From 1995 to 1999, David Stern has been Director of the National Center for Research in Vocational Education, a federally funded center that conducts research on new ways to combine work-related and academic education. He also continues to pursue his interest in the integration of learning and work, especially in light of the growing number of American students who hold paid jobs while in high school or college. Within the past three decades, the proportion of U.S. students who work for pay during the school year has grown to a clear majority. While some students' employment enhances their performance at school, there is also the danger that working can undermine students' school performance and detract from their eventual career achievement. Professor Stern also heads a project that provides assistance to career academies, which are high school programs that organize the core academic curriculum around a vocational theme such as health careers or computer-related occupations.

Publications

International Perspectives on the School-to-Work Transition. Cresskill, NJ: Hampton Press, 1999. With D. Wagner (Eds.).

"Work-Based Learning for Students in High Schools and Community Colleges," CenterPoint No. 1. Berkeley, CA: National Center for Research in Vocational Education, University of California, December 1998. With C. Stasz.

George Strauss

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Haas School of Business*

George Strauss is interested in union government and structure, workers' participation, comparative industrial relations, research methodology, and the history of organi-

zational behavior.

Publications

Human Resources Policy. Houston, Texas: Dame, 1999. With Gary Yunker and Leonard Sayles.

"Regional Studies of Comparative international Industrial Relations," *Industrial Relations*, 37(3), July, pp. 273-81, 1998.

Book Review: Arndt Sorge and Walcolm Warner, (Eds.), "The IEBM Handbook of Organizational Behavior," *International Journal of Human Resources Management*, 10 (3), June, 545-546, 1999.

Lloyd Ulman

*Director Emeritus, Institute of Industrial Relations
Professor Emeritus, Economics*

Lloyd Ulman's research has focused on wage-setting institutions in the United States, Japan, and Europe. He is currently planning a small international conference on union perspectives on selected problems of importance in Germany, Japan, and the U.S.

Kim Voss

Associate Professor, Department of Sociology

Professor Voss is interested in labor, social movements, political sociology, and social inequality. Currently, she is especially interested in the contemporary American labor movement and in understanding what shapes the possibilities and constraints for its renewal. In the past, she has written about the history of American labor and has examined the contours of inequality in modern America.

Richard Walker

Professor, Department of Geography

Richard Walker's research addresses labor and the current economic climate of California, historical development of the California economy, geography of the Bay Area, and the political dilemmas of California. Professor Walker is working on book projects about San Francisco, the Bay Area, and California development.

Publications

Foreword to Andrew Herod, (Ed.). *Organizing the Landscape: Geographical Perspectives on Labor Unionism*, University of Minnesota Press, xi-xvii. 1998.

Review of Don Mitchell *Life of the Land*, *Geographical*

Review, 1998.

"Capital's Global Turbulence," *Against the Current*, January-February 1999, 29-35, 1999.

Harold L. Wilensky

Professor Emeritus, Department of Political Science

Harold Wilensky has spent much of his career studying what is distinctly modern about modern societies (the impact of industrialization on social structure, culture, and politics), and the divergent paths of development among rich democracies. His recent work analyzes the impact of social spending and public policy on real welfare, with a focus on the alleged trade-offs between social security, equality, job protection, and participatory democracy on the one hand, and economic performance on the other.

Paul Wright

Professor, College of Engineering

At the University of California, Berkeley, Paul Wright is the holder of the A. Martin Berlin Chair in Mechanical Engineering. He is also the Co-Chair of the Management of Technology Program, a collaboration with the Haas School of Business, and the Associate Dean for Distance Learning and Instructional Technology. Previously, he was a Professor of Computer Science at the Courant Institute of Mathematical Sciences, New York University, and Director of their Robotics and Manufacturing Research Laboratory (1987-1991). Between 1979 and 1987 he was a Professor of Mechanical Engineering and of the Robotics Institute at Carnegie-Mellon University. He has also been a Research Associate in Physics at the University of Cambridge, England (1978), a Senior Lecturer in the Department of Mechanical Engineering at the University of Auckland (1975-1978), and a consulting engineer for an industrial development laboratory in New Zealand (1972-1975). He was born in London and obtained his degrees at the University of Birmingham, England. His publications span the areas of metal processing, especially machining, robotics and its applications in flexible manufacturing systems, the development of expert systems for manufacturing, rapid prototyping of consumer electronic products and Internet-based CAD/CAM. His books include *Manufacturing Intelligence* with D.A. Bourne, *Metal Cutting* with E.M. Trent and *Internet-Based Manufacturing*, currently in print with Prentice Hall.

Publications

"Using Mechanical Hardware to Simplify Process Planning," *Computer Integrated Manufacturing Systems*, July 1998, Vol. 11, No. 3, 147-155. With S.E. Sarma

"COMPASS: Computer Oriented Manufacturing Process and Apparatus Selection System," *Journal of Manufacturing Systems*, 1998, Vol. 17, No. 4, 275-286. With K. Chan and C. King.

"A Progress Report on the Manufacturing Analysis Service, an Internet-Based Reference Tool," *Journal of Manufacturing Systems*, 1998, Vol. 17, Number 5, 389-398. With S. M. Brown.

"Open Architecture Control for Machine Tools," in Y. Koren, F. Jovane, and G. Pritschow, (Eds.), *Open Architecture Control Systems—A Summary of Global Activities*. Italian National Research Council, 115-133, 1998. With S. Schofield and F-C. Wang.

J. Nicholas Ziegler

Visiting Associate Professor, Department of Political Science

J. Nicholas Ziegler's research focuses on European politics and comparative business-government relations. His first book compares occupational identities and public strategies for promoting industrial innovation in France and Germany. His current work includes two projects. The first examines changing concepts of the public sector in Germany, with empirical material drawn from the politics of corporate governance, the privatization of public infrastructure including air transport and telecommunications, and changes in the financing of social-insurance claims. The second is a comparative project on the uses of liberal doctrine in European party politics.

Publications

"Technologiepolitik: Innovationsstrategien in Deutschland und Frankreich," Frankfurt: Campus, 1999. With Daniel Ziblatt and John Brady.

"Liberalism and Change: Political Rights and Economic Capacities in Germany and the United States," Working Paper, Center for German and European Studies, University of California, Berkeley, October 1999.

Sheldon Zedeck

Chair and Professor, Department of Psychology

Sheldon Zedeck's continuing research interests are in four areas: employment selection and validation models, with particular emphasis on reducing adverse impact against

minorities; the impact of work on family and vice versa; how individuals process information prior to making decisions; and the influence of “sabbaticals” on attitudes and behavior. A new area is the study of work values in the Chinese workforce, with particular emphasis on the differences in work values among different generations of Chinese workers. Professor Zedeck has been collecting and analyzing data in these areas.

John Zysman

Professor, Department of Political Science

John Zysman’s core research agenda explores how changes in the international economy, popularly labeled globalization, are interconnected with the dynamics of national domestic politics. Recently, this agenda has been bounded by two broad themes. A recently published paper, “Globalization with Borders: The Rise of ‘Wintelism’ as the Future of Industrial Competition,” proposes that two interwoven developments with their roots in American high technology industries—namely “Wintelism” and Cross-National Production Networks (CPNs)—are altering the terms of competition in many global markets and shifting the structure of many industries. The new strategies change what companies must do to win in the market and, by so doing, change the number and type of firms in the industry, the activities each undertake, and industry and firm boundaries. Competition is shifting away from final assembly and vertical control of markets by final assemblers toward a struggle over setting and evolving de facto product standards in the market, with market power lodged anywhere in the value chain. In turn, “Wintelism” is now influencing the economies and politics in which it has emerged. In the past year Professor Zysman has also been editing two volumes developing the basic perspective that these Cross-National Production Networks and the merging terms of privatization in Eastern Europe will define the political as well as the economic institutions in a unified European economy.



Visiting Scholars

Jannis Angelis

Doctoral Student, The Judge Institute of Management Studies, University of Cambridge

Sponsored by Prof. George Strauss

May 1999–October 1999

Mr. Angelis' research is a contemporary study of a multinational enterprise (MNE) and the human resource management practices related to national and sub-national systems of industrial relations.

Christian Brinch

University Fellow, Economics Department, University of Oslo, Norway

Sponsored by Prof. Trond Petersen

August 1998 - June 1999

Mr. Brinch conducts research on labor market dynamics.

Alessandra del Boca

Associate Professor of Labor Economics, University of Brescia, Italy

Sponsored by Prof. Clair Brown

February 1998 and winter, 1999

Professor del Boca focuses on labor market operations, compensation systems, and industrial relations in Europe.

Giorgio Buzzi di Marco

Doctoral Student, University of St. Gallen, Switzerland

Sponsored by Prof. James Lincoln

January 1999 - February 2000

Mr. di Marco's research involves the role of information and communication technology in knowledge creation and transfer in geographically dispersed organizations.

Hironori Date

Senior Lecturer, Faculty of Economics, Ryukoku University, Japan

Sponsored by Prof. George Strauss

September 1998 - August 1999

Professor Date studies innovation and industrial organization in the U.S. and Japanese auto industry.

Miriam Dornstein

Associate Professor, Department of Sociology and Anthropology, University of Haifa, Israel

Sponsored by Prof. George Strauss

April 1999 - February 2000

Professor Dornstein examines the change in pay fairness norms in Australian labor sentencing and labor laws.

Knut Gerlach

Professor, Department of Economics, Institut Fur Quantitative Wirtschaftsforschung, Germany

Sponsored by Prof. Lloyd Ulman

August - September 1998

Professor Gerlach studies trade union policy, wage determination and unemployment in Germany and Japan.

Visiting Scholars

Richard Harrison

Associate Professor, School of Management, University of Texas

Sponsored by Prof. Glenn Carroll

January 1999 - March 1999

Professor Harrison's research involves corporate governance and control, top management behavior, political processes in organizations, and computer simulation or organizational processes.

Kjell Hjerto

Senior Manager, Ernst & Young MG, Oslo, Norway

Sponsored by Prof. Trond Petersen

July 1998 - July 1999

Mr. Hjerto's project is the development of a model for strategic competence at the interface between individuals and teams.

Ragni Hege Kitterod

Research Fellow, Division for Social and Demographic Research in Statistics, Norway

Sponsored by Prof. Trond Petersen

January 1999 - August 1999

Professor Kitterod's project is titled "Time Use and Time Use Desires of Parents: Variation, Change and Clarification of Concepts."

Anders Lijenberg

Doctoral Student, Stockholm School of Economics, Sweden

Sponsored by Prof. George Strauss

January 1999 - June 1999

Mr. Lijenberg examines the sociology of markets.

Paal Longva

Fulbright Fellow, Department of Economics, University of Oslo, Norway

Sponsored by Prof. Trond Petersen

April 1998 - June 1999

Mr. Longva's research focuses on wage structures and wage determinants based on microeconomic data.

Georges Minet

Chief of the Office for Inter-Organization Relations, ILO, Switzerland

Sponsored by Prof. James Lincoln

February 1999- May 1999

Mr. Minet's research concerns contingent workers and how they are treated in the law in various countries and how this relates to the international standards set by ILO conventions.

Yukiko Murakami

Associate Professor, School of Political Science and Economics, Waseda University, Japan

Sponsored by Prof. James Lincoln

August 1998

Professor Murakami examines intra-firm and inter-firm labor mobility.

Douglas Orr

Associate Professor, Sport Management Department, Eastern Washington University,
Washington

Sponsored by Prof. Michael Reich

February 1999 - September 1999

Professor Orr looks at changing financial market institutions and the effect on
pensions and financial market stability.

Daniel Rascher

Assistant Professor, Sport Management Department, University of Massachusetts,
Massachusetts

Sponsored by Clair Brown

July 1998 - July 1999

Professor Rascher researches the "Semiconductor Manufacturing Program."

Linda Sattler

Research Scientist, National Microelectronics Research Centre, University College
Cork, Ireland

Sponsored by Prof. Clair Brown

October 1998 - December 1998

Ms. Sattler researches the semiconductor industry.

Berit Skog

Associate Professor, Sociology Department, Norwegian University, Norway

Sponsored by Prof. Trond Petersen

August 1998 - December 1998

Professor Skog examines gender, class and educational origins.



People

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Student Support

Students are major beneficiaries of IIR's efforts to promote research on industrial relations, workplaces, and labor markets. The Institute supports student research both directly, by employing graduate student researchers to support faculty research, and indirectly, by providing an environment that supports students' dissertations and other advanced research. Since the Institute's founding in 1945, thousands of students have learned how to do research by working with faculty on IIR-administered research projects. In 1998-99, IIR and IIR-administered grants employed 45 graduate students and 15 undergraduates. The Institute also offers a unique environment to support graduate students' own research. Some of the benefits are the physical resources: the library, computer center, and office space. Also important is the gathering of Institute staff, coupled with faculty and graduate students from many disciplines. For many students, the resulting cross-fertilization of ideas and easy communication with faculty and peers plays a key role in advancing their research.

1998-99 Graduate Students and Graduate Student Research Area or Project Title

Cameron Anderson, Psychology, sponsored by Prof. Jennifer Berdahl
"Power and Social Perception"
(Ph.D. expected in 2001)

Lissa Bell, Sociology, sponsored by Prof. Kim Voss
"Encyclopedia of American Social Movements"
(Ph.D. expected in 2000)

Ruth Bjorkenwall, Sociology, sponsored by Carol Zabin

Alicia Boisnier, Organizational Behavior and Industrial Relations, sponsored by Prof. David Levine
"Diversity and Turnover"
(Ph.D. expected in 2002)

Keith Brown, Psychology, sponsored by Prof. Charlan Nemeth
"Authentic vs. Assigned Dissent and their Effects on Group Decision Making"
(Ph.D. expected in 2002)

Michael Brunetti, Economics, sponsored by Prof. Hilary Hoynes
"Is There A Welfare Trap?"
(Ph.D. expected in 2000)

Benjamin Campbell, Economics, sponsored by Prof. Clair Brown
Changes in High-Tech Labor Markets
(Ph.D. expected in 2001)

Mark Carlson, Economics, sponsored by Prof. David Levine
"Causes of Labor Turnover"
(Ph.D. expected in 2001)

Diana Clark-Rodriguez, Agriculture and Resource Economics, sponsored by Prof. Hilary Hoynes
"Heterogeneity and State Dependence"
(Ph.D. expected in 2001)

Mark Edstrom, Sociology, sponsored by Prof. Neil Fligstein
"The Rise of the Shareholder Value Conception of the Firm"
(Ph.D. expected in 2002)

Student Support

Michael Enriquez, Economics, sponsored by Prof. Lloyd Ulman
"German and Japanese Labor and Macroeconomies"
(Ph.D. expected in 2001)

Rhonda Evans, Sociology, sponsored by Prof. Neil Fligstein
"What Price Free Trade? Labor, Environmental and NAFTA"
(Ph.D.)

Botond Farkas, Construction Engineering and Management, sponsored by
Prof. Robert Bea
(M.E. expected in 1999)

Natalia Ferretti, Political Science, sponsored by Prof. Ruth Collier
Conducting Interviews of Labor Leaders in Argentina
(Ph.D. expected in 2001)

Frank Flynn, Organizational Behavior and Industrial Relations, sponsored by
Prof. Jennifer Chatman
"Power and Persuasion"
(Ph.D. expected in 2001)

Susan Grubb, Political Science, sponsored by Prof. Ruth Collier
"Industrial Labour Movement Role in Democratization of Europe in the 19th
Century"
(Ph.D. expected in 2002)

Peter Hall, City & Regional Planning, sponsored by Carol Zabin
Port of Oakland Employment Study
(Ph.D. expected in 2001)

Tamara Kay, Sociology, sponsored by Kirsten Spalding J.D.
(Ph.D. expected in 2000)

Beethika Khan, Economics, sponsored by Prof. Hilary Hoynes
Tax-Transfer Schemes and Marriage
(Ph.D. expected in 2003)

Min-Soo Kim, Organizational Behavior and Industrial Relations, sponsored by
Prof. George Strauss

Michael Kinstlick, Industrial Engineering and Operations Research, sponsored by
Prof. Glenn Carroll
"An Analysis of Organizational Research Methodologies Using Simulation"
(Ph.D. expected in 2000)

Casey Knudsen, Political Science, sponsored by
Prof. Ruth Collier
Labor Center
(Ph.D. expected in 2004)

Anna Korteweg, Sociology, sponsored by Prof. Michael Burawoy
"Bibliographic Work on the U.S. Construction Industry to Discover Specifics to
Corruption in the Russian Housing Industry"
(Ph.D. expected in 2001)

Darshan Koundinya, School of Information Management, sponsored by
Prof. David Levine
"Using the Web to Build Management Knowledge Base"
(Ph.D. expected in 2001)

Erling Larsen, Economics, sponsored by Prof. Clair Brown
Standard of Living Project
(Ph.D. expected in 2001)

Y. Yong Lee, Law, California Public Employee Relations, sponsored by Carol Vendrillo

Darren Lubotsky, Economics, sponsored by Profs. David Card and Hilary Hoynes
"How Well Do Immigrants Assimilate into the Labor Market? Immigrant Earnings,
Self-Selection, and the Return to Skills"
(Ph.D. expected in 2000)

Hector Lugo, Sociology, sponsored by Prof. Burawoy
"Comparative Perspectives on Industrial Relations in the Construction Industry"
(Ph.D.)

Iona Mara-Drita, Sociology, sponsored by Prof. Laura Edelman
"Historical Analysis of the Rise and Diffusion of EEO Policy"
(Ph.D. expected in 2000)

Isaac Martin, Sociology, sponsored by Carol Zabin
Community-Labor Alliances for Growth with Equity
(Ph.D. expected in 2003)

Eliot Mason, Organizational Behavior and Industrial Relations, sponsored by
Prof. James Lincoln
"Japanese Intercorporate Networks"
(Ph.D. expected in 2000)

Bhash Mazumder, Economics, sponsored by Prof. Michael Reich
Pensions and Training
(Ph.D. expected in 2001)

Justin McCrary, Economics, sponsored by Prof. David Card
"Returns to Education in the U.S., Canada, and the UK"
(M.P.P. expected in 2003)

Enrico Moretti, Economics, sponsored by Profs. David Card and Jeffrey Perloff
"Efficiency Wages in Agriculture"
(Ph.D. expected in 2000)

Andrew Noymer, Sociology, sponsored by Prof. Trond Petersen
Research in Quantitative Methods
(Ph.D. expected in 2003)

Greg Pinsonneault, Economics, sponsored by Prof. Clair Brown
"Competitive Semiconductor Manufacturing Project"
(Ph.D. expected in 2001)

Nari Rhee, Geography, sponsored by Prof. Richard Walker
Labor Market Research for the Bay Area Labor Economic Directory on the IIR
Library website
(Ph.D. expected in 2003)

Student Support

Elizabeth Rudd, Sociology, sponsored by Kirsten Spalding
"Economically-Targeted Investment in the Portfolios of Union Pension Funds"
(Ph.D. expected in 1999)

Douglas Schwalm, Economics, sponsored by Profs. Nada Eissa and Hilary Hoynes
"The Effects of the EITC on Marriage Rates"
(Ph.D. expected in 2001)

Rachel Sherman, Sociology, sponsored by Prof. Kim Voss
"New Strategies and Tactics in American Labor Unions"
(Ph.D. expected in 2001)

Chad Slawner, Economics, sponsored by Profs. De Long and David Levine
"Political Economy of Trade Policy"
(Ph.D.)

Sandra Spataro, Organizational Behavior and Industrial Relations, sponsored by
Prof. Jennifer Chatman
"Personal and Situational Contributors to Cooperation"
(Ph.D. expected in 2000)

Michael Thayer (McGregor), sponsored by Prof. James Lincoln
Business Relations in Japan
(Ph.D.)

Jack Thurston, Public Policy, sponsored by Carol Zabin
Port of Oakland Project
(M.P.P. awarded 1999)

Lisa Vanderford-Anderson, Law, sponsored by Kirsten Spalding
Research and Writing for the California Workers' Rights Revision
(J.D. expected in 1999)

Jianjun Zhang, Sociology, sponsored by Prof. Trond Petersen
"Chinese Universities During Transitional Period"
(Ph.D. expected in 2002)



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