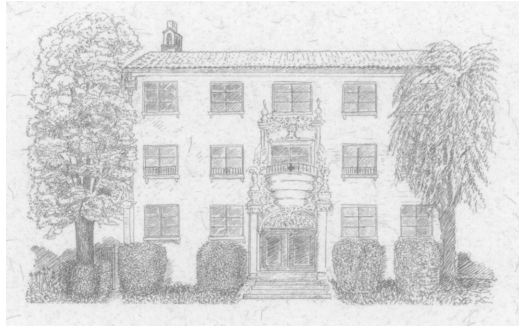


# INSTITUTE OF INDUSTRIAL RELATIONS



## 1996-1997 ANNUAL REPORT

University of California, Berkeley



# INSTITUTE OF INDUSTRIAL RELATIONS

Clair Brown, Director  
James Lincoln, Associate Director  
Diane Leite, Business Manager

1996-97 Annual Report  
University of California, Berkeley



## TABLE OF CONTENTS

From the Director .....	1
Organizational Chart.....	3
Friends of IIR .....	4
<b>Faculty Team Projects</b>	
Center for Culture, Organization and Politics .....	8
The Competitive Semiconductor Manufacturing Human Resources Project ...	9
Center for Risk Mitigation.....	11
Center for Organizational Theory.....	12
Center for Research in International Labor and Industrial Relations .....	13
Employment and Pay Systems in the U.S. and Japan .....	14
<b>Faculty Research Projects</b>	
New and Continuing Projects .....	16
Developing Projects .....	21
<b>Knowledge Sharing and Educational Programs</b>	
Center for Labor Research and Education.....	25
Labor Project for Working Families .....	28
Center for Organization and Human Resource Effectiveness .....	29
Seminar Series .....	30
Library and Information Resources .....	32
California Public Employee Relations Program.....	34
<b>Faculty and Academic Staff</b>	
Affiliated Faculty and Academic Staff .....	37
Research Interests and Publications .....	38
Visiting Scholars .....	53
<b>Personnel</b>	
Administrative Staff.....	56
Graduate Students .....	57
<b>Publications</b>	
<i>Industrial Relations Journal</i> .....	61

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## LETTER FROM THE DIRECTOR



Clair Brown and Jim Lincoln

**Welcoming the  
next Director:**

**Clair Brown  
IIR Director  
1992-1997**

**James Lincoln  
Incoming Director  
of IIR**

Dear Friends and Colleagues,

This year marks the end of my five-year term as Director of IIR. The past five years have been a challenging yet pleasurable experience for me, and I thank all of you who have participated in the research, teaching and service activities that have made IIR an international leader in our field.

I am extremely pleased that Prof. Jim Lincoln of the Haas School of Business has been appointed the Director of IIR for five years beginning July 1997. He will bring new energy and ideas to the leadership of IIR.

During the past five years, I have especially enjoyed working with the faculty to build new research centers, working with graduate students on their interesting research topics, and working with staff on an impressive array of programs, conferences, and publications for the labor, government, and business communities. Our 50th Anniversary provided us a time for reflection and renewal. Reaching out to our alumni, friends, and the community through the Institutur and our web site has been rewarding. Working together we have accomplished a lot over the past five years, and I deeply appreciate the staff, faculty and students who have worked so hard.

I also appreciate the tremendous support we have received from Vice Chancellor Cerny's Office, which has helped us accomplish our goals. We are proud that in the recent campus-wide review of Organized Research Units (ORU), IIR was recognized for its unique role on the U.C. Berkeley campus in developing interdisciplinary research and in linking research to education and public service. IIR's mission has been our common bond as we have worked together to improve our understanding of work and organizations, and developed practices and policies that improve working people's lives and our country's well-being.

This report reveals the breadth and depth of the state-of-the-art research programs of our 50 faculty affiliates, including the activities of our seven research centers. The increased level of extramural funding, as well as the policy attention that IIR has attracted, attests to the value of their work. IIR is proud of its internationally-recognized journal, *Industrial Relations*. Our kudos go to our faculty who have served as the editors during the past five years—David Levine, Michael Reich, Jeff Perloff, and George Strauss.

Our intelligent, energetic graduate students are an important part of our research and training program, and IIR is pleased to have supported nearly 60 graduate students from 20 departments this year. This year IIR established its first fellowship fund for graduate student support—the Lloyd Ulman Labor Economics Fellowship Fund. We envision Ulman Graduate Fellowships as a means of carrying on Lloyd Ulman's high academic standards and humanitarian values. Our first recipients, Michael Ash and Eileen Segarra-Almestica, were announced in June. We hope, as the donations to these funds grow, to continue the awards for many years. IIR was also pleased to make three Clair Brown Graduate Fellowship Awards to Eliot Mason, Markus Goldstein, and Steve Lopez.

IIR's success over the past five years was made possible by our ability to modernize and reorganize our systems to become more efficient as our budget was cut, and by our ability to expand extramural funding for our research programs. These efforts were largely the result of IIR's talented and dedicated staff, led by Diane Leite, who have risen to many challenges and have never failed to meet them. In particular, Elaine Meckenstock helped the faculty in their largely successful searches for funding; Mary Kay Stuvland created an outreach program to our alumni and the local and international community; Terry Huwe and Janice Kimball created our WWW site and excellent information services; Glen Ozawa helped many of us to become computer literate and kept our computers running; and Myra



Armstrong made everyone feel at home and solved many problems.

The Center for Labor Research and Education (CLRE) plays a significant role in linking campus research activities to the community through its programs for trade unions. This year, some of their outstanding programs include the union-management partnerships, labor in the global economy, and privatization and outsourcing.

IIR provides a major service to the public sector through its California Public Employee Relations program. *CPER Magazine* is widely regarded by public sector labor relations practitioners. In addition, CPER publishes several handbooks, including the popular *Pocket Guide to the Family and Medical Leave Acts* and the *Pocket Guide to the Public Safety Officers Procedural Bill of Rights Act*.

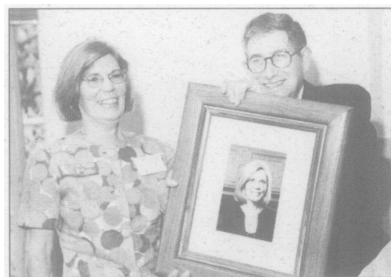
IIR builds on the strengths of the University to provide meaningful linkages between research, education, and public service. I invite you to learn more about IIR's activities by reading this annual report. Even better, come visit IIR and share in the intellectual excitement of scholars dedicated to improving the lives of workers through improved company performance, rising productivity and earnings, and worker involvement at the workplace.

Again, my thanks for a very rewarding and fruitful five years, and for the wonderful celebration party. Together we can take pride in our accomplishments.

Warm regards,



Clair Brown



Clair Brown and Lloyd Ulman at Clair's farewell party.

**"During Clair's tenure as Director, she had to overcome unprecedented budgetary stringency and an instinctive tendency on the part of administrators to swing the axe hardest against the biggest trees in our part of the forest. Yet, she succeeded not only in overcoming but in converting the doubters and in increasing the participation of faculty and graduate students. She not only saved IIR; she made it better and bigger."**

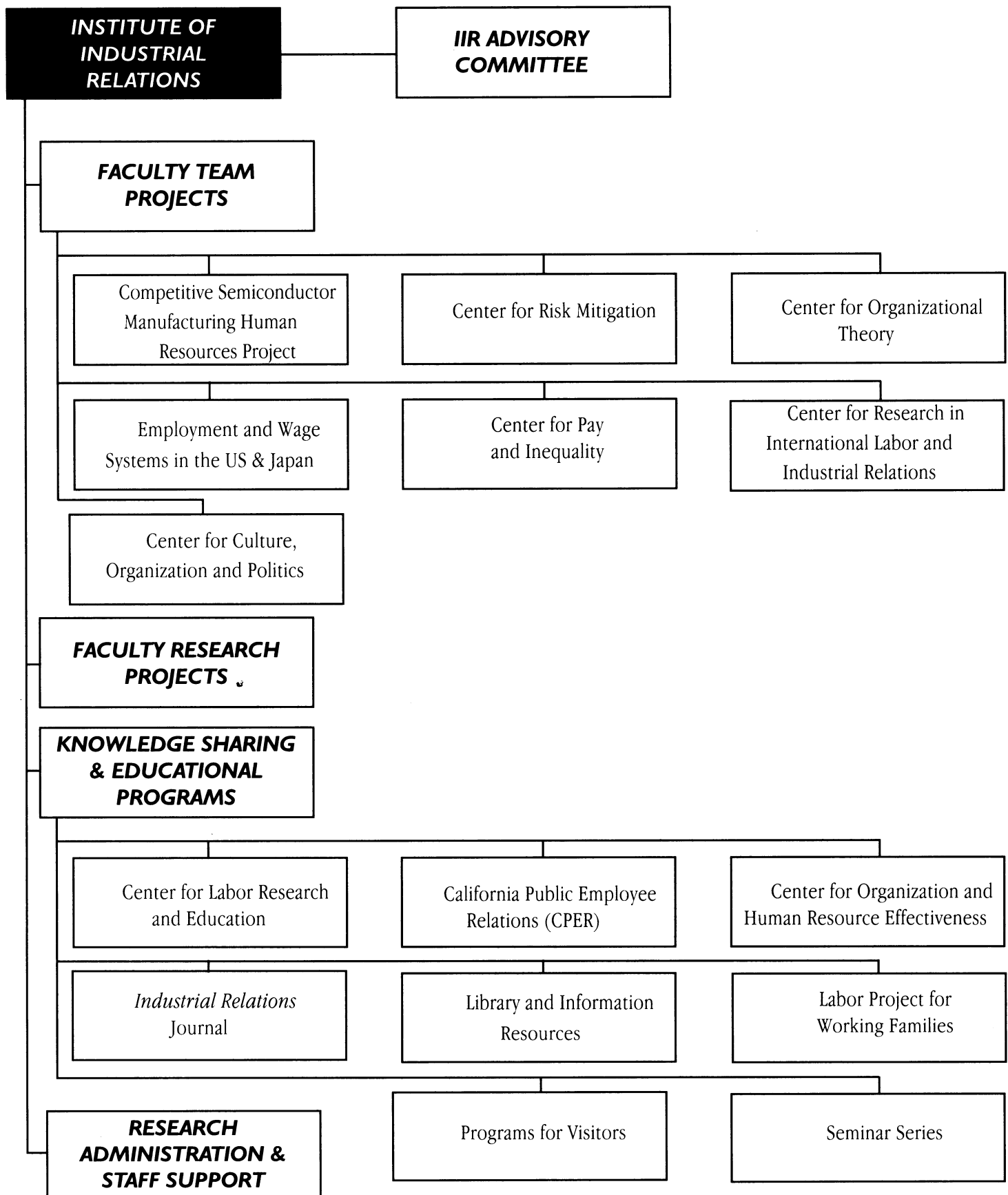
Lloyd Ulman



**"Staff provide the wonderful spirit found at IIR, and they keep it humming."**

Clair Brown

# ORGANIZATIONAL CHART





## FRIENDS OF IIR

The 1996/97 academic year saw the first full year of operation of an organized development program at IIR. Following on the heels of the very successful 50<sup>th</sup> anniversary celebration in late 1995, the development program continued its early initiatives:

- sustaining an annual membership program;
- coordinating an oral history fund in honor of the lifetime achievements for the organized labor movement of John (Jack) Henning;
- garnering support for the Institute's newly established graduate fellowship fund in labor economics in honor of Prof. Lloyd Ulman;
- disseminating information about new and ongoing IIR research programs and activities.

New directions in 1996/97 focused on establishing ongoing linkages with current students, both undergraduate and graduate, whose research interests are strongly identified with work and organization. The response – with the number of IIR-affiliated students nearly tripling – has been overwhelming. The result is that the Institute has witnessed increasing student participation in IIR activities. Newly developed electronic mail lists help keep the widening IIR community informed of all IIR events. Additionally, the master database for IIR is a useful compendium of supporters, alumni and affiliates.

In June 1996, IIR announced the first recipients of five fellowship awards in two separate categories. The first fellowships were the initial awards made for *the Lloyd Ulman Graduate Student Fellowship Fund in Labor Economics*. This fellowship fund, while still building to its fully endowed fund level, was able, in 1996, to provide two awards of \$3,000 each. Recipients, both doctoral candidates in the Department of Economics, were Michael Ash and Eileen V. Sagarra-Almestica.

A second fellowship competition, *The Clair Brown Fellowships in Work and Organization*, was established to fund graduate student training. Three awards of \$3,000 each were made in June; recipients were: Markus Goldstein, Department of Agriculture Resource Economics; Steve Lopez, Department of Sociology; Eliot Mason, Haas School of Business.

Another vital area of activity for the development office in 1996/97 was the International Visitors Program. Delegations of labor and government leaders as well as scholars from Germany, Japan, and Sweden were hosted by IIR. Delegation support included the arrangement and management of the visitors' Northern California schedules, development of training or information-sharing sessions held at IIR, and facilitation and establishment of new contacts among interested parties. Among the visiting delegations were:

- Mr. Jose Dos Reis, Director of Economics Department and Chief Economic Advisor, National Confederation of Industries, Brazil;
- Japan Productivity Group, led by Prof. Moto Morishima, Keio University;
- RENGO (Japan Trade Union Confederation) Research Institute, Japan, with Prof. Yoshifumi Nakata, Doshisha University, Kyoto, and Prof. Hiromichi Shibata, Hokkaido University;
- The Hon. James Howell, Consul General of New Zealand, and Richard Sears, Honorary Consul of Northern California;
- Prof. Kazutoshi Koshiro of Yokohama National University;
- Chinese Academy of Social Sciences (Liu Jig, Vice President);
- German Labor Delegation, coordinated by the San Francisco International Diplomacy Council;
- North Rhineland/Westphalia Committee on Labor, Health, Welfare, and Refugees.

Our faculty and alumni support our graduate training programs and research activities through IIR's annual membership program, "**Friends of IIR.**" IIR's donor clubs (members can designate their gifts to special programs within IIR on an annual basis) are:

Sustaining Members	\$5,000 and above
Leadership Circle	\$1,000 - \$4,999
IIR Associates	\$500 - \$999
Benefactors	\$100 - \$499
Supporters	\$25 - \$99

**Supporters** receive copies of the *Institutor*, IIR's newsletter that features information about activities and the work of faculty, graduate students, and alumni. Additionally, separate mailings and invitations are sent to Supporters about special events sponsored by IIR.

**Benefactors** of IIR receive, in addition to the above, annual invitations to dinners and evening programs held in conjunction with IIR-sponsored events, such as conferences and symposia.

**IIR Associates** receive the benefits noted above and a special thank-you remembrance from IIR.

**Leadership Circle and Sustaining Members** donors, in addition to the above-mentioned benefits, also become members of the University's Robert Gordon Sproul Associates. As such, they are invited to the Chancellor's annual black tie banquet and to luncheons prior to Cal's home football games.

# IIR GRATEFULLY ACKNOWLEDGES ITS 1996-97 DONORS

## **ANNUAL FUND**

### ***Sustaining Members***

***(\$5,000 and above)***

California State Bar Association, Labor  
and Employment Law Section  
(CPER)

Bank of America (COHRE)

The Gap (COHRE)

Pacific Gas and Electric Company  
(COHRE)

### ***Leadership Circle***

***(\$1,000 - \$4,999)***

AFL-CIO Hit-Bit (CLRE)

American Capital Strategies (CLRE)

Cigna (CLRE)

Investment Performance Services  
(CLRE)

Landon Butler & Co. (CLRE)

Marco Consulting Group (CLRE)

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Proxy Voters Services (CLRE)

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### ***Benefactors***

***(\$100 - \$499)***

Oil, Chemical and Atomic Workers  
Union, Local 1-326

Mr. David A. Concepcion

### ***Supporters***

***(\$25-\$99)***

Aetna Industries

Prof. Stephen Amberg

Mr. Gary Chaison

Prof. Marlow Christensen

Mr. Martin R. Cormack

Mr. Richard Feldman

Mr. Ray Friedman

Ms. Estrid H. Gamonal

Mr. Michael Grant

Ms. Bridget Mangepani

Prof. Stephen Mangum

Prof. Nancy McKinney

Dr. Robert H. Metchik

Prof. Raymond Miles

Prof. Robert Moffitt

Prof. Harold Oaklander

Ms. Margaret K. Pasquale

Mr. Tom Rankin

Mr. Claude Rioux

Dr. Michael Schuster

Prof. Carlton J. Snow

Mr. Ben White

## **JACK HENNING ORAL HISTORY PROJECT**

### ***Sustaining Members***

***(\$5,000 and above)***

The Members of the United Public  
Employees, Service Employees  
International Union

### ***Leadership Circle***

***(\$1,000 - \$4,999)***

International Brotherhood of Electrical  
Workers, Local 1245

Teamsters Joint Council No.7

## **LLOYD ULMAN LABOR ECONOMICS FELLOWSHIP FUND**

### ***Leadership Circle***

***(\$1,000 and above)***

Prof. Clair Brown and Mr. Richard Katz  
Confederation of Japan Autoworkers Union,  
Mr. Teruhito Tokumoto, President  
Prof. Harry Charles Katz

### ***Associates***

***(\$500 - \$999)***

Prof. Robert J. Flanagan

### ***Benefactors***

***(\$100 - \$499)***

Prof. Sanford Mark Jacoby

Mr. John Burritt McArthur

Mr. Marty Morgenstern

Prof. M. Frances Van Loo

Prof. George Strauss

Dr. Hirokazu Tanaka

### ***Supporters***

***(\$25-\$99)***

Prof. Teresa Ghilarducci

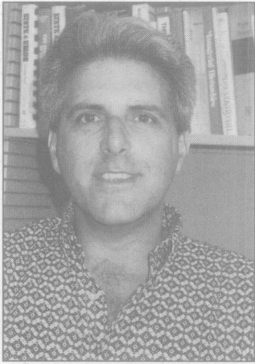
# FACULTY TEAM PROJECTS

**IR**  
INSTITUTE OF  
INDUSTRIAL  
RELATIONS



## CENTER FOR CULTURE, ORGANIZATION AND POLITICS

**Professor Neil Fligstein, Director**  
**Elizabeth Armstrong, Graduate Assistant**



Neil Fligstein

**In recognition of Professor Fligstein's accomplishments as a scholar, citizen, and teacher on the Berkeley campus, he was named Class of 1939 Chancellor's Professor (an endowed chair).**

**T**he Center for Culture, Organization, and Politics has been formed to explore nonrational choice perspectives on the construction of social institutions. The Center will bring together scholars with similar theoretical interests who are working in different empirical settings.

There is a renewal of interest across the social sciences in how social institutions (defined as rules to guide interaction) are formed. This 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 of production, the transformation of work, the globalization of production, and the problems of economic development presented by both Third World and formerly socialist societies.

Institutions are produced by people who are trying to stabilize their interactions with one another. The formal and informal rules that comprise institutions and define who is powerful and who is not are part of what we mean by culture. Culture also is used to define the ways we perceive ourselves and the system of power in which we are embedded. Together, institutions and cognition both enable and constrain people in their actions.

The Center began as an informal seminar organized in 1996 by Professor Fligstein. It is useful to consider some of the papers presented in order to get an idea of the breadth of work being done under the auspices of the Center. Professor Lauren Edelman (JSP) presented a paper on how fields of law become established. Her paper was based on her work that tries to explain how lawyers, workers, and firms contested equal employment laws over time and came to an understanding of what those laws could be used for. Professor Raka Ray (Sociology) presented work from her forthcoming book on how the women's movement in two cities in India were organized quite differently as a result of the ways in which the preexisting political fields operated. Laura Schmidt (Graduate Student—Sociology) presented a chapter of her dissertation, which focuses on how the health care crisis in the U.S. began in the 1960s and 1970s and how that crisis became ever more narrowly defined around issues of cost containment. Sean Stryker (Graduate Student—Sociology) presented a paper from his dissertation, which considers how the government of the State of California developed the power to intervene in some aspects of society but not in others. He is interested in the role of organized groups, particularly unions, in those politics.

The main activity of the Center will continue to be a seminar that meets every two weeks. The seminar is composed of graduate students and faculty from Sociology, Political Science, and the Law School. The seminar discusses individual scholars' work in progress. Papers will be distributed beforehand, and the session will involve no formal presentations by the papers' authors but will instead involve free flowing and open discussion.

There are other important activities of the Center as well. The Center is organizing a speakers' series in cooperation with the Institute for Government Studies on "Institutional Analysis in the Social Sciences." Funds from the Center will provide small grants to support the research of graduate students from different departments who are involved in the seminar. The Center is also planning a working paper series and a workshop scheduled for early 1998.



# THE COMPETITIVE SEMICONDUCTOR MANUFACTURING HUMAN RESOURCES PROJECT

**Professor Clair Brown, Director**

Other industries can look to the semiconductor industry for guidance on how to prepare for a future that holds an increased pace of technological change combined with risks and uncertainties associated with global markets and high costs of capital and R&D.

The Competitive Semiconductor Manufacturing Human Resources project began in July 1993 and is part of a research program conducted by the College of Engineering, the Institute of Industrial Relations, and the Haas School of Business under the sponsorship of the Alfred P. Sloan Foundation, with the cooperation of semiconductor producers from the United States, Asia, and Europe. The CSM-HR group is led by IIR Director Prof. Clair Brown and includes graduate students Melissa Appleyard, Ben Campbell, Rene Kamita, Dan Rascher, and Vince Valvano, and Professors Jim Lincoln and Michael Reich.

Three major conclusions emerge from the research as covered in the 1997 report. First, effective human resources systems in the semiconductor industry incorporate the development and use of skills and knowledge into all jobs so that solving problems and implementing technological change is an integral part of the production process. However, engineers play a critical role in solving problems and implementing new processes in this high-tech industry. The types of problems that operators can be expected to solve are fairly simple, although they can play a critical role in monitoring the production process, collecting data, and performing some routine machine maintenance. A trade-off between quantity and quality goals appears to exist. An Experience-Driven Engineer HR system, which relies on experienced technicians and engineers rather than advanced SPC systems, is high performing in volume rather than quality, whereas the Skills-Driven IT HR system, which has advanced SPC systems and uses trained operators and technicians to perform SPC and equipment maintenance, is high performing in quality. We believe that the semiconductor industry provides us with a glimpse of the future, while it simultaneously produces the chips that are shaping the future for other industries. Other industries can look to the semiconductor industry for guidance on how to prepare for a future that holds an increased pace of technological change combined with the risks and uncertainties associated with global markets and high costs of capital and research and development.

The second conclusion of the study is that human resources systems alone cannot be used to solve many employment problems. Often HR systems are expected to solve problems that should be solved through another approach, such as the use of technology, redesign of the product or process, or introduction of a more popular product. For example, the use of advanced information and computer-aided manufacturing systems can mistake-proof operation problems by operators. Here, the use of technology is a superior solution to implementing onerous work rules to reduce mistakes.

The third major conclusion of the study is that the future looks bleak for those without at least a two-year college degree. The dramatic shift in the occupational structure in the semiconductor industry in the United States indicates that production jobs will decline while engineering and other professional jobs will grow. On top of decreasing job opportunities, semiconductor operatives' wages lost ground to those of all other major occupational groups, including technicians. The semiconductor industry experienced a rapidly growing managerial-professional premium and is slowly increasing the college premium. However, the indus-



try did not exhibit growth in the already-high experience premium. The fact that the majority of the changes in relative wage levels are being driven by the occupation premium, which is closely linked to the college premium, indicates that the external labor market, rather than technological change, is exerting downward pressure on the wages of production workers. These workers face declining employment opportunities and labor market power. Even though semiconductor operatives perform skilled tasks and their mistakes are very costly, they work in uncomfortable work environments and earn only a little more than half of the wages of operators in the unionized automobile sector.

The 1996 and 1997 reports of the CSM-HR project can be found on IIR's WWW site:

<http://socrates.berkeley.edu/~iir/research/csm-hr>



*Melissa Appleyard receives a t-shirt and congratulatory handshake from Director Brown who supervised Appleyard's dissertation. Appleyard is now teaching at the Darden School of Business at the University of Virginia.*



## CENTER FOR RISK MITIGATION



Karlene Roberts and Tom Mercer

### CRM Projects include:

- Completing the CRM Kickoff Conference and Initial Meeting of the Board of Advisors - June 1997
- Establishing a risk mitigation database and periodic newsletter
- Developing a model of safety management assessments of oil terminal operations
- Developing an organizational survey instrument for naval/aviation units
- Expanding the survey instruments and completing initial audits and seminars of various medical units, fire departments, maritime pilotage operations, and the banking industry

**R'Adm. Thomas A. Mercer, USN-Ret., Executive Director**  
**Professor Karlene H. Roberts, Academic Co-Director**  
**Professor Robert G. Bea, 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.

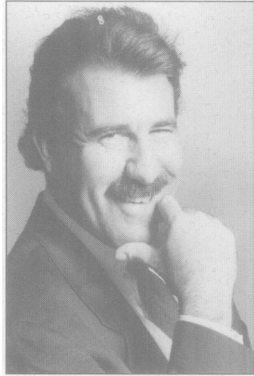
CRM's primary focus is organizational reliability (with safety as one component) and the efforts of the organizations to accomplish their mission(s) reliably and in a competent manner. CRM provides a forum for organizations that have very different mandates to share and exchange information, engage in 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.



*Dr. Ed Wenk, Professor Bob Bea, and Kevin Mercier (California State Lands Commission) discuss the presentations at the CRM conference. Dr. Naj Meshkati (USC) and Dr. Tony Ciavarelli (Naval Postgraduate School) are in the background.*



## CENTER FOR ORGANIZATIONAL THEORY



Glenn R. Carroll

**Professor Glenn Carroll was awarded a Guggenheim Fellowship for his research on "Strategy and Organization of Specialty Producers." Carroll plans to conduct further research on the topic and write a book that will document historical trends, present new empirical findings pertinent to his model, and explore its implications for strategy and organization.**

### **Professor Glenn R. Carroll, Director**

There is widespread recognition that in modern industrial economies, differences in productivity, efficiency and innovation are largely attributable to organizational factors. Founded in 1995, the Center for Organizational Theory (COT) addresses these important issues by seeking to advance basic and applied knowledge about organizations and organizational processes. Research conducted within COT ranges from the study of worker attitudes and behaviors, to the investigation of teams and group processes, to examination of organization-wide phenomena such as culture, to the investigation of organizational populations and industry evolution. COT seeks to provide research support and infrastructure for social scientists from all disciplines, especially including sociology, psychology and economics. COT recognizes that a diversity of approaches is critical to advancing our understanding of how organizations operate.

### **DEMOGRAPHY OF THE CORPORATION**

A major research project of COT focuses on the demography of the corporation. The goal of this project is to provide an empirical base suitable for examining the implications of demographic turn-over 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)?

A decade of research by organizational sociologists provides some methodological and empirical foundations for answering these questions. We propose to build on these foundations and move in the direction of answering the orienting questions in a deeper and broader way. Our proposed 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.



# CENTER FOR RESEARCH IN INTERNATIONAL LABOR AND INDUSTRIAL RELATIONS

## **Professors Ruth Collier and Lloyd Ulman, Co-Chairs**

**T**he Center for Research in International Labor and Industrial Relations was launched this year to provide a natural gathering place for IIR faculty who share a specific interest in international/comparative areas. The new International Center will do this by supporting IIR seminars and organizing workshop sessions devoted to work in progress. The International Center also will facilitate access to IIR staff resources for help in securing extramural research support.

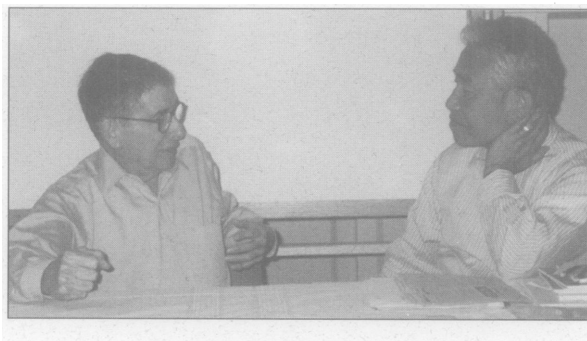
In assisting faculty in these ways and generally by promoting a community of research interest in this area, the International Center also will help IIR in its priority task of involving graduate students from different departments in relevant IIR activities and furnishing them with informal opportunities to broaden their intellectual horizons.

The International Center also will cooperate with the Center for Labor Research and Education to conduct programs and seminars of educational value to the labor community and improve access to faculty with scholarly interests in international issues.

Currently two faculty research projects are being organized within the jurisdiction of this Center. The first consists in a joint Berkeley and Harvard project entitled *A Crisis of Representations: Global Economic Change, Labor, and Democratization*, which is being organized by Prof. Ruth Collier and Prof. Elizabeth Perry (Political Science, Harvard), together with Christopher Candland. The second is on *Wage Determination and Unemployment in Germany and Japan*, organized by Prof. Lloyd Ulman and Dr. Knut Gerlach (Institute for Quantitative Labor Market Research, Hannover.)

**"Lloyd Ulman's preeminent reputation in industrial relations and labor economics rests on his deep understanding of how labor markets work and on his humanitarian values."**

**Clair Brown**



***Lloyd Ulman speaks to Kazutoshi Koshiro, an eminent Japanese labor and industrial relations scholar from Yokohama National University, at an IIR seminar.***



## EMPLOYMENT AND PAY SYSTEMS IN THE U.S. AND JAPAN

**Professors Clair Brown, Yoshifumi Nakata, Michael Reich, and Lloyd Ulman**

**"Work and Pay in the United States and Japan is essential reading for students, professors, and all professionals involved with employment systems and employer-employee relations."**

**Oxford University Press**

**I**n *Work and Pay in the United States and Japan* (Oxford University Press, 1997), authors Clair Brown, Yoshifumi Nakata, Michael Reich, and Lloyd Ulman provide an integrated and detailed analysis of the employment and wage systems in the US and Japan. Drawing on data obtained from fieldwork in comparable establishments in these two countries since 1990, as well as from national sources, this work examines the relationship between company practices and national economic institutions.

The authors address a number of key questions about employer-employee relations.

- How have major Japanese manufacturing companies been able to convert the assurance of lifetime employment security into a source of superior employee efficiency and adaptability, when job and income security are argued by some economists to be a source of shirking and wage inflation in the US?
- How have higher economic and real wage growth rates been associated with greater equality in earned income distribution in Japan, when the incentive role of income inequality in worker effort and savings has been stressed in the US?
- How can the Japanese emphasis on employment security in the firm be reconciled with greater price stability and lower unemployment than in the US? This work analyzes elements such as employee training and involvement programs, wage behavior as an incentive system and an alternate channel of savings, and synchronous wage determination (*shunto*) at work in the Japanese economy that provide for such successes.

The book also explores the costs that have been associated with these Japanese accomplishments, as well as who must bear them. In particular, it examines how Japanese women compare less favorably with American women in terms of opportunities for work, pay, and promotion; the higher hours of working time for men in Japan than in the US; and the constraints on mobility for Japanese workers. It also poses the question of whether Japanese unions are weaker than their American counterparts or just more sensible and far-sighted. Finally, this work examines the outlook for these distinctive Japanese institutions and practices in a period of slower growth and economic maturity.

# FACULTY RESEARCH PROJECTS

**IIR**  
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RELATIONS



## NEW AND CONTINUING PROJECTS

"IIR research projects cover a broad gamut, from understanding the transformation of Eastern Europe, to analyzing organizational culture and longevity, to shedding light on historical movements. Our goal is to use research to devise policies and practices that improve company performance and workers' lives."

Clair Brown

### INDUSTRIAL INVOLUTION: RUSSIA'S ROAD TO CAPITALISM

*Michael Burawoy*

In collaboration with Pavel Krotov, I propose a theory of involution which attempts to understand how it is that the Komi Republic's economy eats away at its own foundations by transferring resources from production to exchange. The dynamics of this involution result from unintended consequences of central government policies in regional economies. We hypothesize that there have been three phases of this combined involution: disintegration, leading to the hypertrophy of Soviet economic forms; liberalization leading to the monetization of soft budget constraints; and stabilization leading to the revival of barter and expansion of the mafia. Each phase sets up conditions that undermine the intentions of the next phase. This combined involution leads to unevenness as different industries strategize according to their internal structure and their relation to the state. We will continue our research into the strategies of coal and timber industries which represent extreme cases of "exit" and "voice." The strategy of exit (privatization and autonomy from state and parastatal organizations) precipitated rapid decline of the timber industry whereas voice (remaining state property and laying claims to state subsidies through strikes) contained the rate of the coal industry's decline. The research examines the validity of the involution thesis and how it may cast light not only on the present and future trajectory of coal and timber but of the Russian economy in general.

*National Council for Soviet and Eastern European Research*

*\$51,994*

*5/15/96-6/30/97*

### THE COMPETITIVE SEMICONDUCTOR MANUFACTURING

#### HUMAN RESOURCES PROJECT

*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 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.

*Alfred P. Sloan Foundation*

*\$ 645,872*

*1/1/94-12/31/96*

## **THE COMPETITIVE SEMICONDUCTOR MANUFACTURING HUMAN RESOURCES PROJECT, PHASE II**

*Clair Brown*

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 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.

*Alfred P. Sloan Foundation*

*\$366,256*

*1/1/97-12/31/99*

## **NATIONAL CENTER FOR THE WORKPLACE**

*Clair Brown*

The National Center for the Workplace (NCW) addresses the problems created by the convergence of broad economic, social, cultural, political, and technological changes in the workplace. A variety of approaches, including interdisciplinary research, information sharing, and policy analysis and development are used. The goal of the NCW is to expand knowledge through research of the problems facing the American workplace in order to help business, labor, and elected officials find solutions to meet today's challenges. The core of the NCW's mission is its research program.

The theme of "Creating Better Jobs in a Competitive Economy" guides the NCW's policy goals:

- Identify how firms can create high performance workplaces, especially through restructuring the workplace to enhance skill development and employee involvement.
- Identify different ways to give workers voice and facilitate labor-management cooperation.
- Identify how to create long-run performance measures to evaluate human resource and organizational systems from the viewpoint of the firm, industry, and society.
- Analyze employment policy issues in order to improve government labor market policies.

*Department of Labor*

*\$1,865,940*

*9/30/93-9/30/96*

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

*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 behav-





iors 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 will also evaluate how effectively cross-evaluation and organizational culture promote productive cooperative behaviors in organizations.

*Citicorp Behavioral Sciences Research Council*

\$120,342

1/1/95-9/30/97

## THE NETWORK ORGANIZATION OF JAPAN

**James Lincoln**

With previous funding from NSF and other sources, Michael Gerlach, James Lincoln, and Christina Ahmadjian have collaborated on a major research effort focused on the structure and consequences of *keiretsu* network relationships in the Japanese economy. The purpose now is to complete the work which has begun and expand the project in several new directions: (1) Extend forward in time and add measures of new variables to our panel network data set on the largest 250 Japanese corporations; (2) Create a new panel data set specifically pertaining to large firm-small firm tie-ups and their economic consequences; (3) Conduct face-to-face interviews with managers involved in mediating the external relationships of Japanese firms; (4) Conduct a survey of corporate officers and purchasing managers of our 250 largest firms regarding their perceptions of the structure and evolution of *keiretsu* relationships.

*Japan-U.S. Friendship Commission*

\$115,000

6/1/95-8/31/97

## FACULTY DISCRETIONARY GIFT

**Trond Petersen**

*Norway Institute for Social Research*

\$23,798

*indefinite*

## FACULTY DISCRETIONARY GIFT

**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.

*U.S. Naval Postgraduate School*

\$10,000

*indefinite*

## DISCRETIONARY GIFT IN THE AREA OF PUBLIC RELATIONS

**Clair Brown, Carol Vendrillo**

*State Bar Association*

\$30,000

*indefinite*



## **OIL SPILL PREVENTION THROUGH IMPROVED MANAGEMENT OF HUMAN AND ORGANIZATION ERRORS IN THE OPERATIONS OF TANKERS AND BARGES**

***Karlene Roberts, Robert Bea***

This research project will research, develop and test qualitative and quantitative evaluation and assessment procedures to improve reliability of oil tanker and barge operations. Current research has developed and is expanding a safety data base scheme for the marine industry. It has also developed a description of marine regulation in California as it influences oil loading and discharge operations in California. The researchers plan to do thorough analysis of risk mitigation schemes in the following industries: Chemical, Federal Aviation Agency, Air Lines, Law Enforcement, Marine Shipping, Nuclear power, and U.S. Aviation Safety.

*Dept. of Transportation/Volpe National Transportation Centers*

*\$100,000*

*8/15/95 - 11/14/96*

## **DEMOGRAPHY OF THE CORPORATION**

***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 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)?

*Alfred P. Sloan Foundation*

*\$204,070*

*7/1/95 - 6/30/98*

## **ANALYZING INDEPENDENT EVENT HISTORIES**

***Trond Peterson***

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 which 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.

*National Science Foundation*

*\$141,211*

*4/1/97-3/31/99*



## DEFEAT FRAMES AND SOCIAL MOVEMENTS

*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.

*National Science Foundation*

*\$101,772*

*3/1/97-8/31/98*

## EVALUATION OF WORKERS’ COMPENSATION PROGRAMS ESTABLISHED PURSUANT TO LABOR MANAGEMENT AGREEMENTS IN THE CONSTRUCTION INDUSTRY

*David Levine, Frank Neubauser*

Carve-out programs, established by the California legislature in 1994, allow employers and unions to include in their collective bargaining agreement a dispute resolution system and benefit delivery system independent of the State-administered Workers’ Compensation system. Subjects for the proposed research will consist of (1) parties to collective bargaining agreements in the construction industry (employers and employees), (2) administrators of “carve-out” programs, and (3) providers of services. A list sample will be provided for the purpose of recruitment for an interview designed to evaluate “carve-out” programs. The researchers plan to conduct interviews (either in person, in focus groups, or over the telephone) with 40 subjects.

*State of Calif./Dept. of Industrial Relations*

*\$119,820*

*2/1/97-1/31/98*





## DEVELOPING PROJECTS

### DEVELOPING AND PROMOTING ALTERNATIVE DISPUTE RESOLUTION IN THE PUBLIC SECTOR

*Clair Brown, Carol Vendrillo*

This project of the California Public Employee Relations Program (CPER) proposes to use established CPER channels of communication to educate public sector employee relations practitioners about conflict resolution techniques, especially alternative dispute resolution methods, and to increase their application in the public sector labor relations community. CPER's bimonthly periodical will feature a regular section devoted to interest-based bargaining and its impact on labor-management relations in California's public sector. CPER will also publish a concise guide explaining the innovative conflict resolution techniques that are being used with increasing frequency as alternatives to traditional collective bargaining and grievance arbitration.

*The William & Flora Hewlett Foundation*     \$45,000

11/1/96-7/31/97

### INTERNATIONAL WORKSHOP ON MARINE PIPELINE SAFETY ASSESSMENT AND RISK MANAGEMENT

*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 weakness 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.

*U.S. Department of the Interior*     \$350,000

1/1/97-8/30/98

### HIGH PERFORMANCE PENSIONS: MULTI-EMPLOYER PLANS AND THE CHALLENGES OF FALLING PENSION COVERAGE AND RETIREMENT INSECURITY

*Clair Brown, Kirsten Spalding*

The researchers will perform a series of case studies of multi-employer pension plans which have followed ETI practices. These case studies will explore the investment potential of various ETI strategies and also will explore the ancillary benefits (and dangers) of these investment mechanisms as part of an overall pension investment strategy.

*Department of Labor*

\$9,000

2/1/97-1/31/98

## **COLLABORATIVE RESEARCH TO COMPILE A HANDBOOK OF POLITICAL SCIENCE INDICATORS**

***Ruth Collier***

This project proposes to compile a handbook of indicators for research in comparative politics, political economy, and international relations. The handbook will not present data; rather it is intended as a reference work that presents a repertoire of indicators that analysts have used to observe and measure key concepts of theoretical interest. The goal of the project is to produce a reference book that analysts can use as a guide to (often competing) approaches to conceptualizing theoretical issues and to strategies for making empirical observations and measurements. This handbook will contribute to theory building and the accumulation of knowledge by encouraging comparability across case studies and explicit, systematic comparison. The handbook should be of interest not only to political scientists, but also to those pursuing many related topics in sociology, economics, and geography.

*National Science Foundation*

*\$315,732*

*2/1/98 - 8/31/00*

## **START-UP FUNDING FOR THE CENTER FOR RISK MITIGATION**

***Karlene Roberts, Robert Bea***

This proposal is for start-up funding for the newly formed Center for Risk Mitigation at UCB. The Center is interdisciplinary in two senses: it draws faculty and graduate student contributors from the Haas School of Business and the College of Engineering at Berkeley and it also draws members from a large variety of potential "industry" sponsors. The common thread tying university and industry participants together is a mutual interest in reducing risk, in great part to avoid harming the environment.

*AT&T Foundation*

*\$25,000*

*12/1/97 - 11/30/98*



## **EMPLOYMENT AND TRAINING IN THE GLOBAL ECONOMY**

***Robert Redlo***

A planning conference, "Labor in the Global Economy: Working in the Pacific Rim," is proposed for January of 1998. The key ingredient of the conference is the cooperation between the academic community, business community and labor. In particular, the conference will address the pivotal question: How do workers survive in a rapidly changing high tech global economy? In this post-NAFTA era, combined with increasing economic integration, the conference seeks to explore new levels of cooperation between countries that integrate the latest academic research labor and business activities. Research is important to understanding the process of economic integration, including its implications and alternatives for the economic and social survival of workers globally.

*Department of Labor*

*\$25,000*

*9/1/97 - 8/30/98*

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

*David Levine*

The defining characteristic of an internal labor market 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, or for a subset of occupations at a place of employment. This paper examines the changing magnitude and persistence of both types of divergence over the last 40 years. We analyze a unique salary survey with detailed microdata on the pay practices of approximately 100 large Midwestern employers. This is the longest dataset on a large number of employers' wage policies. The long time period covered by the dataset will permit an evaluation of the supposed "golden age" of internal labor markets, as well as any recent decline. The results shed light on several theories that attempt to explain increased pay inequality over the same time period.

*Russell Sage Foundation*

*\$108,182*

*1/1/97 - 6/30/98*

## **HIGH PERFORMANCE PENSIONS: MULTI-EMPLOYER PLANS AND THE CHALLENGES OF FALLING PENSION COVERAGE AND RETIREMENT INSECURITY**

*Michael Reich, Kirsten Spalding*

The Center for Labor Research and Education researches the role of nonprofit sector Taft-Hartley pension trusts on retirement security policy in the face of challenges to the social security system and the rising retirement insecurity created by corporate defined contribution retirement programs. This research explores not only the role of Taft-Hartley pension trusts in providing secure pensions to workers, but also explores the capacity of the Taft-Hartley funds to play an important role in California's economy with respect to job creation and community building.

*Ford Foundation*

*\$50,000*

*7/1/97 - 12/31/98*

## **SERVICE LEARNING MINI-GRANT ECONOMICS 153**

*Michael Reich, Kirsten 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 classroom 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 which answers a practical question by integrating primary research data and secondary academic research.

*Service Learning Research and Development Ctr.*

*\$1,000*

*8/19/97 - 12/18/97*



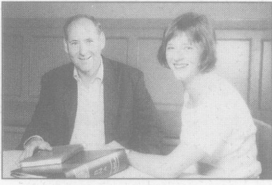
# KNOWLEDGE SHARING AND EDUCATIONAL PROGRAMS

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**IR**  
INSTITUTE OF  
INDUSTRIAL  
RELATIONS



## CENTER FOR LABOR RESEARCH AND EDUCATION



*Robert Redlo and Kirsten Snow Spalding*

**Working with its newly configured Labor Advisory Board, CLRE is developing an integrated approach to labor research and education. The Labor Center sees its role as being the link between California's Labor Movement and the University.**

**Robert Redlo, Chair**

**Kirsten Snow Spalding, Deputy Chair and Labor Policy Specialist**

**Ezinda Franklin, Program Assistant**

**Teresa Ojeda, Program Assistant**

**T**he Center for Labor Research and Education (CLRE) is a policy and education center that bring labor leaders, community leaders, and faculty from Berkeley together to discuss labor issues. CLRE draws faculty and graduate students from the Economics, Geography, Political Science, Sociology, and Psychology Departments, the Schools of Social Welfare, Public Health, and Education, and from the Haas School of Business and Boalt Law School. These academics are brought together with union leaders from over one hundred local and international unions in the public and private sectors.

### RESEARCH

Professors and graduate students continue work on an extensive project on privatization and outsourcing, specifically on the involvement of non-profits in the privatization of municipal services.

The CLRE Union Management Partnerships Taskforce completed a year-long project on the problems and successes of three public sector labor-management partnerships. The results of this research were published and presented at the 1997 "Union-Management Partnerships" conference.

CLRE won a grant this year from the Ford Foundation to fund an 18-month research project on pensions, run by Professor Michael Reich and Kirsten Snow Spalding, Esq., from UC Berkeley, and Professor Teresa Ghilarducci from Notre Dame.

The Labor Center and the IIR library are working to gather and catalog labor survey statistics for use by faculty, students and labor leaders. Other research at CLRE includes a recently published paper by Professor Harley Shaiken on the effect of daily overtime laws on working women, ongoing research projects on modular manufacturing in the garment industry, and an organizing model for local unions.

CLRE also provides research opportunities for undergraduates, via an internship course taught by Professor Michael Reich. UC Berkeley undergraduates are placed with unions and labor support organizations to explore topics such as wage laws, corporate campaigns, health and safety contract language, and problems with merit-based pay systems.

### SEMINARS AND DISCUSSION GROUPS

The Bay Area Labor Studies Seminar Series met throughout the 1996-1997 academic year with union and campus faculty speakers. Topics included work and family issues, organizing, the San Francisco Symphony Strike, changes in the health care industry and the United Auto Workers. The series will continue in fall 1997, and will include discussions of the global economy led by labor leaders from Cuba and Brazil.



## CONFERENCES

In the fall of 1996, CLRE held the first of three conferences on Labor in the Global Economy. The first conference, "Labor in the Global Economy: Working in the Americas," brought together unionists, faculty, community leaders, and students from throughout the Americas to discuss global cooperation, changes since NAFTA, and challenges for labor in the global economy. The conference corrected numerous myths about workers in the Americas. CLRE was excited by the free exchange of ideas among the participating countries, and is planning a second conference, to be held in January 1998. It is entitled: "Human Rights and Labor Solidarity: Working in the Pacific Rim."

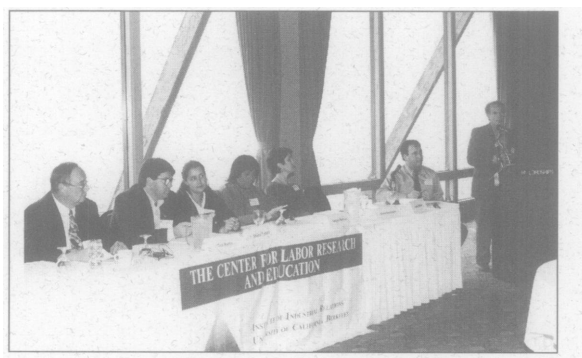
In the spring of 1997, CLRE sponsored two conferences. The first concerned privatization and outsourcing; participants included union members, community leaders, and members from the Berkeley faculty. They discussed alternatives to the privatization of government services and the use of subcontractors. The conference has sparked CLRE to begin work on a published privatization model that unions can use. The second spring conference was entitled "Union-Management Partnerships," and dealt with the pitfalls related to union-management partnerships. Participants were able to develop strategies to avoid common problems in the initiation and operation of partnerships.

Four conferences are planned for the fall of 1997: Multi-employer Pensions, a Welfare/Labor Summit, Changes to the Fair Labor Standards Act, and a follow-up conference with the Building and Construction Trades

## TRAINING

Over the past year, the CLRE has provided training courses for local and national unions in leadership, computing, grievance handling, and labor-management cooperation. In June, CLRE coordinated a training session for organizers of the Building and Construction Trades, to establish cooperation among organizers; more training sessions are scheduled in an effort to create a national model of cooperation among Building and Construction unions.

CLRE is developing a curriculum for training union appeals boards and multi-employer pension trustees. Its commitment to diversity training continues. In the interest of global



*Photo: Harley Shaiken, UC Berkeley Professor of Education [standing before podium] introduces the "Challenges for Labor in the Americas" workshop. Panelists [from left to right] include: Altemir Tortelli, Vice-President, Central Unica dos Trabalhadores (CUT), Brazil; unidentified translator; Gonzalo Martinez Villagran, General Secretary, Section 9, Teacher's Union, Mexico; Karen Nussbaum, Director, Working Women's Department, AFL-CIO. Isaac Mankita, UC Berkeley graduate student, also served as translator.*

**"The Labor Center and the University can work together, so that as labor leaders identify questions, academics will devise effective research projects to answer the questions, and the Labor Center can present the research results back to the labor community. Labor leaders know about how the economy really works and their insights are invaluable to researchers who struggle to understand the rapidly changing world of industrial relations."**

**Kirsten Snow Spalding**



learning, CLRE has, over the past year, hosted eleven delegations of foreign labor leaders who came to compare U.S. labor policies with the policies in their home countries.

## PUBLICATIONS

In addition to publishing new research findings, CLRE continues to offer *California Workers Rights*, a guide to state employment laws. Research in the Center is disseminated publicly as discussion papers, reports, and policy papers. CLRE also distributes: a shop steward training video "The Grieving Waitress," and research pamphlets and practical union guides to *Weingarten Rights*, Union Accounting Systems, Plant Closings, The Minimum Wage Debate, and Labor and the Economy. Additional videos are available on the Minimum Wage Debate and Labor in the Global Economy: Working in the Americas.

CLRE distributes a quarterly newsletter, the *Labor Center Reporter*, that contains articles on topics such as innovative organizing drives, problems and successes in labor management participation, labor in the global economy, and internet resources for labor leaders.

*Photo: Keynote speaker for the "Challenges for Labor in the Americas" workshop was Richard Trumka, [second from left]. He was met [from left to right] by Teresa Ghilarducci, Bob Redlo, Clair Brown, and Kirsten Snow Spalding.*

The Labor Center draws on the resources of IIR, including the library and computer facilities, other Institute projects and all of the affiliated faculty, to serve as a think tank on labor issues and education for UC Berkeley students, labor leaders and workers.



## LABOR PROJECT FOR WORKING FAMILIES



*Netsy Firestein*

### **Netsy Firestein, Director**

**T**he Labor Project for Working Families works with local unions to develop work and family policies such as child care, elder care, family leave and flexible work schedules.

The Labor Project produces 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 about 3,000 national organizations, unions and individuals. The Labor Project also houses 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 utilized by labor unions, researchers, labor lawyers and labor educators across the country.

The Labor Project for Working Families provides technical assistance and workshops to unions to develop workplace policies that support family life. Over the past year, the Labor Project has been a consultant to the labor/management Child and Elder Care Committee of H.E.R.E. Local 2 and the San Francisco Hotels in the development of their Child/Eldercare Program and Fund. The Labor Project has also been working with a labor/management child care committee of AC Transit and Amalgamated Transit Union Local 192 to develop a pilot child care program for employees.

The Labor Project has received several grants to work with the Homecare Workers Union, SEIU Local 616 to develop a neighborhood based workers' center to provide a meeting place in the community for training, organizing, job referrals and services for homecare workers. The Workers Center Project now has two centers in Oakland.

The Labor Project also works with the Working Women's Department of the AFL-CIO in the development of a national work/family program. We have developed a series of fact sheets and materials related to work and family. Recently, Lea Grundy and Netsy Firestein co-authored a report called, "Work, Family and the Labor Movement" for the Radcliffe Public Policy Institute's Changing Work in America series. The report focuses on labor's achievements at the bargaining table, detailing successful efforts to expand child care, elder care, parental leave and flexible scheduling. The introduction was contributed by Lynn Williams, retired International President of the United Steelworkers of America.

To find out more  
about the Labor  
Project for Working  
Families

call 510/643-6814,

send e-mail to  
[netsy@socrates.  
berkeley.edu](mailto:netsy@socrates.berkeley.edu), or  
visit the website

at [http://  
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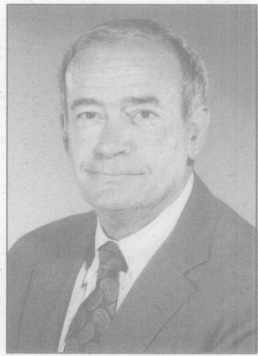


## CENTER FOR ORGANIZATION AND HUMAN RESOURCE EFFECTIVENESS

**Professor Raymond Miles, Director**

**Professor David Levine, Research Director**

**Professor Cristina Banks, Program and Communications Director**



*Raymond Miles*

### SPONSOR NETWORK

COHRE's base is a group of corporations that make an annual donation. An Advisory Board made up of senior executives provides overall guidance to COHRE.

The goal of the Center for Organization and Human Resource Effectiveness (COHRE) is to blend academic with high-level management perspectives in the pursuit of superior knowledge and practice concerning problems of organization and human resources management. COHRE is jointly sponsored by the Institute of Industrial Relations and the Haas School of Business at the University of California, Berkeley.

### WHY WE EXIST

There is wide recognition that competitive success in the global economy demands agile and innovative organizations staffed with creative, skilled and versatile people. Indeed, a well-trained, well-rewarded, and well-managed workforce is one of few hard assets in a world where constant change depreciates all other investments. Yet in most organizations, progress in human resource practice and organizational design have not kept pace with the proliferation of trends and challenges reflected in such buzzwords as "reengineering," "diversity management," "globalization," and the "information superhighway." As one of the world's premier universities, Berkeley has long been on the leading edge of organizational theory and research and in the development of management leadership and the design of high-performance organizations. COHRE is a timely response to the current need for collaboration between the academic world and the world of private and public executive leadership.

### WHAT WE DO

COHRE's mission is the creation and dissemination of knowledge on high-level organization and management problems. On the creation side, it works to secure support from participating corporations for faculty and student research on issues of interest both to academics and practitioners. Topics range from such nuts-and-bolts human resource problems as training and pay systems to the broad strategic issues of globalization, organization design, and corporate knowledge management.

On the dissemination side, COHRE shares knowledge with its corporate sponsors chiefly through conferences featuring prominent academic and management speakers and break-out sessions where executives and faculty work together to hash out issues and work toward policy solutions. The ideas and questions arising from these sessions in turn supply faculty and students with new topics for research.

Beyond its flagship conferences, COHRE is developing a series of discussion and policy papers and a digital library on organization and human resource best practice. Many of these materials will be accessible on-line (e.g., downloadable from a COHRE web page) by faculty and corporate participants.



## SEMINAR SERIES

To foster academic dialogue, IIR sponsors the following seminar series:

### ***Bay Area Labor Studies Seminar (BALSS)***

The seminar meets at irregular intervals, generally Tuesdays from 4:00-6:00 p.m. in the IIR's Directors' Lounge; it is a forum for speakers from both inside and outside the University who speak on topics of broad interest. If you would like to present work at this seminar or if you have suggestions for speakers, contact Professor Lloyd Ulman (510/643-7084), or Kirsten Snow Spalding (510/643-6815). If you would like to receive announcements of upcoming seminars, please contact the Center for Labor Research and Education at 510/642-0323.

### ***Organizational Behavior and Industrial Relations (OBIR) Seminar***

This seminar is under the auspices of the Business School. It meets once a week during the academic year (unless otherwise noted, on Wednesdays at 4:00 p.m., in the Directors' Lounge at IIR). Graduate students and Berkeley visiting faculty present original research on organizational behavior and industrial relations topics. People interested in attending or presenting papers should contact Professor Barry Staw at Haas School of Business at (510) 642-6357.

### ***Faculty Seminar Series***

This year, IIR began an informal series to allow faculty to present their research in progress so that their colleagues could provide feedback. The result has been a lively series of seminars and a glimpse into tomorrow's research results. Topics included:

"Managing Innovation in the Semiconductor Industry," Prof. Clair Brown

"The NELS Curve: Replicating "The Bell Curve" with the National Educational Longitudinal Survey," Prof. David Levine

"Industrial Involution: Russia's Road to Capitalism," Prof. Michael Burawoy

"The Evolution of Interfirm Networks in Japan," Prof. Jim Lincoln

"Herding Cats: Mismanaging Research on Risk Mitigation in Organizations," Prof. Karlene Roberts

"Welfare Use by Legal and Unauthorized Immigrants," Prof. Jeff Perloff

"Changes in Relative Wages in the 1980s: Returns to Observed and Unobserved Skills and Black-White Wage Differentials," Prof. Kenneth Chay

"Endogenous Wage Contracts, the Lucas Critique and Policy Regimes in Sweden, 1908-1990," Prof. Klas Fregert

"Companies Within a Company: the Selling Out of Manufacturing," Prof. Mario Benassi

"The Internal Legal Culture of Organizations," Prof. Lauren Edelman

Seminars are an important activity for generating intellectual growth and promoting state-of-the-art research.

“Power and Structural Change: Analytical Issues and Empirical Data from the Australian Experience with Enterprise Bargaining,” Prof. Flora Gill

“Family-Friendly Workplaces: A Contradiction in Terms?” Prof. Andrew Scharlach

“Specialist Organizations: Issues in Their Emergence and Proliferation,” Prof. Glenn Carroll

“California’s Global Economy and the Potential for Union Organizing,” Prof. Richard Walker

“The Earned Income Tax Credit and Labor Supply,” Prof. Nada Eissa

“Sources of Cooperation in Organizations,” Prof. Jennifer Chatman

“Profiting from Dissent,” Prof. Charlan Nemeth

“Economic Growth with High Profits and Low Wages: What Has Happened to the High Road, versus Low Road Thesis?” Prof. Michael Reich

“Putting the “Move” Back in Labor Movement: Tactical Innovation and Contemporary American Unions,” Prof. Kim Voss

“Between Elite Negotiation and Working Class Conquest: Labor and Democratization in Latin America and Europe,” Prof. Ruth Berins Collier

“Work Redesign of Hospital Nurses: the California Experience,” Prof. Joan Bloom

“Leadership, Emotion, and Team Performance: Lessons from the Locker Room,” Prof. Barry Staw



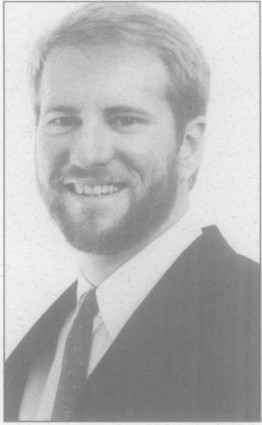
## LIBRARY AND INFORMATION RESOURCES

**Terence Huwe, Director**

**Janice Kimball, Library Assistant**

**Charlotte Chiu, Computer Laboratory Assistant**

**Rodrigo Lagos, Computer Resources Specialist**



*Terry Huwe*

**IIR's outstanding library collection is an important resource for faculty and students.**

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 63,000 volumes, including extensive collections of labor and management periodicals, government documents and books.

In addition to the print collection, the Library publishes a growing collection of electronic resources, or "digital libraries." These include the National Center for the Workplace Working Paper Series, a full-text digital library that focuses on the "high performance workplace." The Library is also a gateway to the vast resources of the Internet, and offers mediated searching of commercial databases such as Knight Ridder Information Services and Lexis-Nexis. Although the Library is one of Berkeley's independent affiliated libraries, it maintains close links with the University Library. IIR's library is the only location in the South Campus area with full access to the University Library's suite of networked CD-ROMs, a valuable tool for researchers.

### RESEARCH AND PUBLIC SERVICES

Reference and research support are the library's top priorities, and consultations and full reference service are available. The Library's commitment to service was recognized during 1997, when Library Assistant Janice Kimball received a Distinguished Service Award. The Library answers thousands of reference and research questions each year; over 15 percent of these are now received electronically as referrals from IIR's World Wide Web site.

### DIGITAL LIBRARY DEVELOPMENT

The Library manages IIR's web presence, which receives hundreds of visitors daily. The Labor Project for Working Families, a very popular University-Labor collaboration, is now fully integrated into the IIR's web. Several new initiatives to collect digital information were initiated during 1996-97. In May, doctoral student Christopher Benner compiled a directory titled *The Bay Area Labor-Economic Internet Directory*, a substantive guide to web-based resources covering the local region. The Library also launched a new series, called *Berkeley Labor Guides*, which reside on IIR's web site. The *Guides* provide topical bibliographies of print and digital resources. The first four *Guides* cover workplace rights, the contingent workforce, labor organizing, and basic labor research. The series is expected to grow substantially. Professor Clair Brown's Sloan-funded research on the Semiconductor Industry is also available on the IIR web site.

## IIR WEB PUBLICATIONS

- *Bay Area Labor-Economic Internet Directory*
- *Berkeley Labor Guides*
- *The Competitive Semiconductor Manufacturing Human Resources Project: Second Interim Report (CSM-32)*
- *Guide to Labor Resources on the Internet*
- *The Institutor, IIR's occasional bulletin*
- *The Labor Center Reporter*
- *The National Center for the Workplace: Working Paper Series*

## STUDENT COMPUTING LABORATORY

IIR's student computing laboratory is a very popular service. During 1996-97, services and administration were vastly improved and regularized, and six new systems were installed. In the coming year, library staff plan to initiate an administrative file server that will manage the lab's computers much more effectively.

## UNIVERSITY-STATE PARTNERSHIP FOR POLICY ANALYSIS

IIR is working with the UC Office of the President and UCLA to establish a partnership with the State so that UC faculty and graduate students can have access to confidential labor market data in order to analyze issues of pressing importance to California. Two research projects, one on the effect of welfare reform by Prof. Hilary Hoynes and one on the effect of employer paid health insurance on employment and wages by graduate student Dale Self, are being considered as pilots.

## IIR LIBRARIAN SELECTED AS KEYNOTE SPEAKER

Terry Huwe was invited to be a keynote speaker at the 60th Anniversary Meeting of Tekniska Litteraturaskapet, The Swedish Society for Technical Documentation in Stockholm in November, 1996. His speech was published in March, 1997 in the Nordic Journal of Documentation.

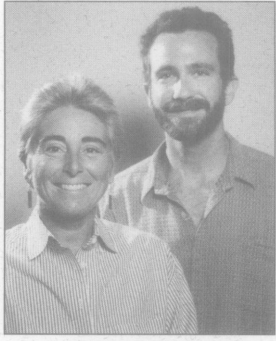
In April, 1997, Huwe was invited to make a presentation on digital library development at the Fiftieth Anniversary meeting of the Industrial Relations Research Association. The meeting was held in New York, and the program was part of a joint 50-year celebration with the Committee of Industrial Relations Librarians, which was held nearby at Princeton University. The presentation included librarians from Berkeley, Cornell, Princeton and Wayne State University.

The "URL" for the  
Institute's web site is  
[http://  
socrates.berkeley.edu/  
~iir](http://socrates.berkeley.edu/~iir)





## CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM



Carol Vendrillo and Eric Borgerson

**Last year, CPER continued to expand its series of guides to the laws governing the public sector workplace. It added an eighth title, *Pocket Guide to the Family and Medical Leave Acts*, which covers both federal and state laws conferring family leave benefits.**

**Carol Vendrillo, Director and Editor**  
**Eric Borgerson, Associate Editor**  
**Stefanie Kalmin, Managing Editor**  
**Sharon Melnyk, Production/Circulation Manager**  
**Yong Lee, Legal Intern**

**T**he California Public Employee Relations (CPER) research and publication 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 CPER 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 CPER "Easy Reference" Pocket Guide Series 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, CPER 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, CPER once again sponsored an April conference that focused on developments in the public sector labor and employment law field. CPER enjoys a close cooperative relationship with the section and, for the third consecutive year, it 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 October, CPER joined the California Foundation for Improvement of Employer-Employee Relations in co-sponsoring its annual conference, titled "America's Public Schools: Meeting the Challenge."

CPER 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, and the Federal Mediation and Conciliation Service.

## PUBLICATIONS

### ***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-Milius-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* (1st edition, 1994) 145 pp. \$8.00

For more information or to order *CPER* magazine, or any of the Pocket Guides, contact BookMasters, Inc., at 1/800/247-6553. For more information about *CPER*, please call 510/643-7092, or visit the website at <http://socrates.berkeley.edu/~iir/cper/cper.html>

# FACULTY AND ACADEMIC STAFF

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RELATIONS



## AFFILIATED FACULTY AND ACADEMIC STAFF

- CHRIS ANSELL, *Political Science*  
CRISTINA BANKS, *Haas School of Business*  
ROBERT G. BEA, *Civil Engineering*  
SARA BECKMAN, *Haas School of Business*  
JOAN BLOOM, *School of Public Health*  
CLAIR BROWN, *Economics*  
MICHAEL BURAWOY, *Sociology*  
GLENN R. CARROLL, *Haas School of Business*  
JENNIFER A. CHATMAN, *Haas School of Business*  
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JAMES LINCOLN, *Haas School of Business*  
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KIM VOSS, *Sociology*  
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PAUL WRIGHT, *College of Engineering*  
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ROBERT REDLO, *Center for Labor Research and Education*  
KIRSTEN SNOW SPALDING, *Center for Labor Research and Education*  
CAROL VENDRILLO, *California Public Employee Relations Program*

# RESEARCH INTERESTS AND PUBLICATIONS

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## **Christopher Ansell**

### **Assistant Professor, Department of Political Science**

Professor Chris Ansell's general research interests focus on applying organization theory to political organization 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**

"Bosses of the City Unite! Labor Politics and Political Machine Consolidation, 1870-1910," *Studies in American Political Development*, 11 (spring): 1-43, 1997. With Arthur L. Burris.

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## **Cristina Banks**

### **Senior Lecturer, Haas School of Business**

Dr. Cristina Banks is involved in applied research and human resource practices that focus on strategic human resource system design, organizational restructuring and re-engineering, job redesign, development and management of teams, performance management and assessment, and personnel selection. She is Director of Corporate Programs for IIR's Center for Organization and Human Resource Effectiveness. She is a board member of several nonprofit organizations and serves as faculty sponsor of the student human resource club, the Berkeley Campus Human Resources Council.

#### **Publications**

"Performance Management: The Real Glue in Organizations," in A.I. Kraut and A. K. Korman (Eds.) *New Concepts and Practices for Human Resource Development*, Jossey-Bass, Inc., in press. With K. E. May.

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## **Robert Bea**

### **Professor, Civil and Environmental Engineering**

Professor 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 a Safety Management Assessment System (SMAS) and a protocol to help evaluate the safety and reliability characteristics of complex technological systems. The research has addressed how to improve management of rapidly developing crises, development of accident databases, and development of auditing procedures for evaluating the potentials for fires and explosions onboard off-shore platforms.

#### **Publications**

"Human and Organization Factors: Engineering Operating Safety Into Offshore Structures," *Reliability Engineering and System Safety*, 52, 1997.

"Fatigue of Ship Critical Structural Details," *Journal of Offshore Mechanics and Arctic Engineering*, American Society of Mechanical Engineers, May 1997. With T. Xu.

"Human and Organization Errors in Reliability of Offshore Structures," *Transactions of the American Society of Mechanical Engineers*, 119, February 1997.

"Evaluation of Storm Loadings on and Capacities of Offshore Platforms," *Journal of Waterway, Port, Coastal, and Ocean Engineering*, American Society of Civil Engineers, 123, March/April 1997. With M. M. Mortazavi, and K. J. Lock.

"Capacities of Template-Type Platforms in the Gulf of Mexico During Hurricane Andrew," *Journal of Offshore Mechanics and Arctic Engineering*, American Society of Mechanical Engineers, 119, February 1997. With K. J. Lock and P. L. Young.

"ULSLEA: A Limit Equilibrium Procedure to Determine the Ultimate Limit State Loading Capacities of Template Type Platforms," *Journal of Offshore Mechanics and Arctic Engineering*, American Society of Mechanical Engineers, 118, November 1996. With M. M. Mortazavi.

"Load Shedding of Fatigue Fracture in Ship Structures," *Journal of Marine Structures*, 10, 1997. With T. Xi.

"Assessing the Risks and Countermeasures for Human and Organizational Error, Transactions," *American Society of Naval Architects and Marine Engineers*, 1996. With Lt. D. Boniface.

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### **Sara Beckman**

**Lecturer, Haas School of Business**

Dr. Sara Beckman's primary research interests are in "green" design and manufacturing, product definition processes for software products, and the effects of vertical disintegration. She is writing a book on Hewlett-Packard's role as a major player in the electronics industry, in Silicon Valley as well as worldwide, based on her prior work experience at the company and more recent interviews and field work.

#### ***Publications***

"Evolution of Management Roles in a Networked Organization: An Insider's View of the Hewlett-Packard Company," in Paul Osterman (ed.), *Broken Ladders*, Oxford University Press, 1996.

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### **Joan R. Bloom**

**Professor, School of Public Health**

Professor 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. Prof. Bloom is also examining the impact of returning to work after a serious illness.

#### ***Publications***

"Intrusiveness of Illness and Quality of Life of Young Women with Breast Cancer," *Psycho-Oncology*, in press, 1997. With S. L. Stewart, P. Banks, and M. Johnston.

"Colorado's Capitation Plan: An Analysis of Capitation for Mental Health Services," in K. Wittemore (Ed.), *Current State Policies for Mental Health Services*, Greenwood Press, forthcoming. With G. Toeber, J. Hausman, B. Cuffel, and T. Barrett.

"Nurse Staffing Patterns and Hospital Efficiency in the US," *Social Science and Medicine*, in press, 1996. With J. A. Alexander and B. A. Nuchols.

"Social Support of the Cancer Patient and the Role of the Family," in C. Cooper, L. Baider, and A. Kaplan deNour (Eds.), *Cancer and the Family*, Wiley, 1996.

"Schemas de Dotation in Personnel in Firmier aux etats-unis:

Hospitaux et Depenses Hospitalieres," in E. Douat (Ed.), *La Maitris des depenses de Sante: en Europe and en Amerique du Nord*, Rennes, France, 1996.

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### **David Brody**

**Professor Emeritus, History, University of California, Davis**

Research areas of particular interest to Professor David Brody are the study of labor and twentieth-century American history. Recently, he wrote a concise version of his text, *America's History*. His current research project, a study of shop floor relations in the New Deal Era, has enabled him to participate in the debate over Section 8a2 of the National Labor Relations Act, which included providing Congressional testimony on the TEAM Act. He is currently writing one paper on the historical context for labor law reform, another involving the notion of "free labor," and has just published an essay on the representation election as a problematic feature of the NLRA.

#### ***Publications***

"On the Representation Election," *Dissent*, Summer: 71-77, 1997.

*America's History*, 3rd Edition, Worth Publishers, 1997. Co-author.

"Making Sense of Reuther," *Dissent*, Fall: 128-131, 1996.

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### **Clair Brown**

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

Professor Clair Brown has conducted research on many aspects of the labor market, including employment and wage systems, living standards, income support programs, unemployment, and women's labor supply. She directed a group of faculty members doing research on comparative employment and wage systems in the U.S. and Japan. Their manuscript, *Work and Earnings: Employment and Wage Systems in the U.S. and Japan*, will be published by Oxford University Press in 1997. Professor Brown's work on the relationship between work roles and living standards and how the standard of living has changed during the 20th century is described in *American Standards of Living, 1918-1988* (Blackwell, 1994). She currently heads the Competitive Semiconductor Manufacturing Human Resources Program, funded by the Sloan Foundation. Currently, Professor Brown is writing a book on innovation and the management of technology and a book on family and labor market structures and the impact on children. She also is updating her earlier research on living standards.

### **Publications**

*Work and Pay in the United States and Japan*, New York: Oxford University Press, 1997. With Y. Nakata, M. Reich, and L. Ulman.

"Developing Skills and Pay through Career Ladders: Lessons for Japanese and U.S. Companies," *California Management Review*, Winter 1997. With Michael Reich.

*The Competitive Semiconductor Manufacturing Human Resource Project: Second Interim Report*, Clair Brown (Ed.), CSM-32, Berkeley, September 1996.

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## **Michael Burawoy**

### **Professor, Sociology**

Professor Michael Burawoy has been continuing his study of industrial involution in the Russian timber and coal industries in order to understand why the former has disintegrated much more rapidly than the latter. Returning to the Komi Republic annually, he has been able to explore the successive stages of the transition and the ways in which central policies have had unintended consequences in the periphery. Currently, he has been contrasting the Russian experience of involution with the Chinese experience of accumulation.

### **Publications**

"Braverman's Monopoly Capital: A Classic in Its Time," *Contemporary Sociology*, 1996.

"From Capitalism to Capitalism via Socialism: Odyssey of a Marxist Ethnographer," *International Labor and Working Class History*, 1996.

"Industrial Involution: The Russian Road to Capitalism," in Burgit Muller (Ed.), *A La Recherche des Certitudes Perdues*.

"The Soviet Descent into Capitalism," *American Journal of Sociology*, 1997.

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## **Glenn R. Carroll**

### **Professor, Haas School of Business**

Actively involved in research in both sociology and business administration, Professor Glenn Carroll's main areas of interest lie with the formal organization of work and with the design and behavior of formal organizations. He is currently involved with three distinct lines of research; the first is a study of careers and other characteristics of managers and the self-employed. The next is a multi-industry study of how organiza-

tional populations evolve over time and the best ways to study this process. The third line of research is an investigation of how organizational cultures are transmitted and maintained. Professor Carroll's empirical work includes study of the newspaper publishing, beer brewing, and automobile manufacturing industries.

### **Publications**

*Markets, Hierarchies and Firms: The Transaction Cost Economics Perspective*, Glenn R. Carroll and David J. Teece, Eds. New York: Oxford University Press, 1997.

"Organizational Mortality in the European and American Automobile Industries, Part I: Revisiting the Effects of Age and Size," *European Sociological Review*, in press. With Michael T. Hannan, Stanislav Dobrev and Joon Han.

"Organizational Mortality in the European and American Automobile Industries, Part II: Coupled Clocks," *European Sociological Review*, in press. With Michael T. Hannan, Stanislav Dobrev and Joon Han.

"Geography and Organizational Density: Regional Patterns of Findings of American Automobile Producers, 1885-1981," *Social Science Research*, in press. With Lyda Bigelow, Lucia Tsai and Marc-David Seidel.

"Long-Term Evolutionary Change in Organizational Populations: Theory, Models and Empirical Findings from Industrial Demography," *Industrial and Corporate Change*, 6, in press.

"Creative Self-Destruction Among Organizations: An Empirical Study of Technical Innovation and Organizational Failure in the American Automobile Industry," *Industrial and Corporate Change*, 5: 619-644, 1996.

"The Fates of de Novo and de Alio Producers in the American Automobile Industry, 1885-1981," *Strategic Management Journal*, 17: 117-138, 1996. With Lyda Bigelow, Marc-David Seidel and Lucia Tsai.

"On the Social Networks of Managers," *Academy of Management Journal*, 39: 421-44, 1996. With Albert C. Teo.

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## **Jennifer Chatman**

### **Associate Professor, Haas School of Business**

One goal of Professor Jennifer Chatman's research has been to develop a theory of how individual behavior is affected by both individual and situational influences in organizational contexts. 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.

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

#### ***Publications***

"Culture as Social Control: Corporations, Cults, and Commitment," in B. Staw and L. Cummings (Eds.), *Research in Organizational Behavior*, 18, 1996. With C. O'Reilly.

"The Importance of Being Mentored: Resource Exchange in Mentor-Protege Relationships," *Journal of Occupational Psychology*, in press. With R. Brown.

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### ***Kenneth Chay***

#### ***Assistant Professor, Economics***

Professor Kenneth Chay's research has empirically examined changes in the economic status of African-American men from the 1960s through the 1980s. In particular, this research focuses on the impact of civil rights and antidiscrimination policies on Black economic progress during the 1960s and 1970s. In addition, he examines changes in wage inequality during the 1980s and the relative importance of competing explanations for the rising wage gap between college- and high school-educated workers and the dramatic decline in the relative earnings of young, well-educated black men during the decade.

Professor Chay has also examined the effects of environmental regulation on individual health and labor market outcomes, employer costs, and firm investment behavior. This research uses county-level data sets to quantify some of the direct and indirect effects of primary air pollution regulation in order to provide guidance on the optimal design of regulatory policy.

#### ***Publications***

"Estimation of Semiparametric Censored Regression Models: An Application to Changes in Black-White Earnings Inequality during the 1960s," *Journal of Human Resources*, December 1996, forthcoming. With Bo Honoré.

"The Impact of Federal Civil Rights Policy on Black Economic Progress: Evidence from the Equal Employment Opportunity Act of 1972," *Industrial and Labor Relations Review*, forthcoming.

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### ***Ruth Berins Collier***

#### ***Professor, Political Science***

Professor Ruth Collier's research has focused on patterns of national political regime change and the political and coalitional position of labor movements. Recently, she has been particularly interested in the interaction between economic policy change (in response to new patterns of globalization, technological change, and changes in labor process) and political structures (coalitional patterns, party systems, and state-labor-capital relations). Of particular interest is how working-class interests are being represented in the new democracies in the context of marketization and neoliberal economic models.

#### ***Publications***

"Adding Collective Actors to Collective Outcomes: Labor and Recent Democratization in South America and Southern Europe," *Comparative Politics*, 1997. With James Mahoney.

"The Transformation of Labor-Based One-Partyism at the End of the 20<sup>th</sup> Century: The Case of Mexico," in Hermann Giliomee (Ed.), *The Awkward Embrace: Democracy and Dominant-Party Rule in South Africa, Mexico, Taiwan, and Malaysia*, Harwell, forthcoming.

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### ***Lauren Edelman***

#### ***Professor, Law and Sociology***

Professor Lauren Edelman's general research interests in the sociology of organizations include: organizational response to specific legal mandate; the methods and success of both employers' and employees' use of legal tools to achieve political goals; the ways in which legal categories constitute the employment relation and the impact of organizational practices on law; the role of intra-organizational professions in the construction of law; workplace dispute resolution; and the interplay between unions and rights in the non-union context.

#### ***Publications***

"The Legal Environments of Organizations," *Annual Review of Sociology*, forthcoming, 1997. With Mia Cahill.

"Legal-Rational Myths: Lessons for the New Institutionalism from the Law and Society Tradition," *Law & Social Inquiry*, 21: 903-941, forthcoming. With Mark C. Suchman.



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## **Nada Eissa**

### **Assistant Professor, Economics**

Professor Nada Eissa's research has focused on the impact of income maintenance programs and labor supply and income. Much of her current research focuses on the Earned Income Tax Credit, with the goal of comparing the EITC to other federal programs in their effectiveness at alleviating poverty. This analysis incorporates not only the labor supply effects but also the compliance effects, since the IRS administers the EITC.

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## **Neil Fligstein**

### **Professor, Sociology**

Professor 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**

"The Institutionalization of the European Union," in A. Stone and W. Sandholtz (Eds.), *The Institutionalization of the European Union*, Cambridge University Press, forthcoming.

"The Politics of Quantification," *Accounting, Organization, and Society*, forthcoming.

"Social Skill and Institutional Theory," *American Behavioral Scientist*, 40: 397-405, 1997.

*Markets, Politics, and Globalization*, Uppsala, Sweden: Uppsala University Press, 1997.

"How to Make a Market: Reflections on the European Union's Single Market Program," *American Journal of Sociology*, 102: 1-33, 1996. With Iona Mara-Drita.

"Markets as Politics: A Political-Cultural Approach to the Problem of Market Institutions," *American Sociological Review*, 61: 656-673, 1996.

Review of: *The Ownership of Enterprises*, by H. Hannsmann, *American Journal of Sociology*, forthcoming.

Review of: *Managers v. Owners*, by A. Kaufman, L. Zacharias, and M. Karsan, *American Journal of Sociology*, 1996.

Review of: *Jacques Delors and European Integration*, by G. Ross, *Contemporary Sociology*, 1996.

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## **Evelyn Nakano Glenn**

### **Chair, Women's Studies Professor, Asian-American Studies**

Professor Evelyn Nakano Glenn's current project is a comparative study of race/gender in three regions during the period from the end of Reconstruction until World War II. Her interest is how historically- and regionally-specific racial gender hierarchies, categories, identities and meanings were formed and contested within the context of struggles between Anglos and Mexicans in the Southwest, Whites and Blacks in the Southeast, and Haoles and Asians in Hawaii. She focuses on labor and citizenship as the main institutional nexus within which race and gender were constituted and contested. During the period in question, struggles over citizenship and labor rights intensified as a result of social and economic shifts brought about by the growth of industrial capital, abolition of slavery, mass immigration by non-Western European peoples, and territorial expansion.

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## **Hilary Hoynes**

### **Assistant Professor, Economics**

Professor Hilary Hoynes' research centers on the analysis of the effects of public assistance programs on individual behavior. Professor Hoynes has examined the effect of the EITC on the labor force participation and working hours decisions of married couples. She finds that expansions in the EITC over the last decade have led to some increases in labor supply by husbands, but no significant changes for wives. She also finds evidence that the high tax rates in the phase-out range of the credit could lead to large reductions in hours of work for those eligible. In her research on local labor markets, Professor Hoynes finds that in areas with better and improving labor market conditions, the length of time spent on welfare is lower. Entry rates in AFDC are also counter-cyclical and more persons enter welfare during economic downturns than in labor market expansions. She has also analyzed how welfare benefits affect marriage and fertility decisions, and found that other researchers' conclusion that generous welfare benefits lead to lower headship rates is spurious and within state variation in welfare benefits is not associated with changes in the headship rate.

### ***Publications***

"Does Welfare Play Any Role in Female Headship Decisions?" *Journal of Public Economics*, forthcoming in 1997.

"Work, Welfare, and Family Structure: What Have We Learned?" in Alan Auerbach (Ed.) *Fiscal Policy: Lessons From Economic Research*, MIT Press: Cambridge, forthcoming.

"The Effectiveness of Financial Work Incentives in DI and SSI: Lessons from Other Transfer Programs," in Jerry Mashaw, Virginia Reno, Richard Burkhauser, and Monroe Berkowitz (Eds.) *Disability, Work and Cash Benefits*, Kalamazoo, Michigan: Upjohn, 1996. With Robert Moffitt.

Comment on "Fundamental Tax Reform and Labor Supply" by Robert K. Triest. In Henry Aaron and William Gale. (Eds.) *Economic Effects of Tax Reform*, Washington DC: Brookings Institution Press, 1996.

"The Impact of Demographics on Housing and Non-Housing Wealth in the United States," in Michael D. Hurd and Naohiro Yashiro (Eds.) *The Economic Effects of Aging in the United States and Japan*, Chicago: University of Chicago Press, 1997. With Daniel McFadden.

"Local Labor Markets and Welfare Spells: Do Demand Conditions Matter?" NBER, University of California, Berkeley, Working Paper No. 5643, 1996.

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### ***Terence Huwe***

#### ***Director, Library and Information Services***

Librarian Terry Huwe's research interest focuses on how people interact with electronic information resources. This interest follows from the library profession's overall goal to promote integrated solutions to the challenges of information retrieval, management and preservation. As new technology platforms emerge, the question of how to structure user support and counsel, access strategies, and long-range planning has become crucial. Huwe has published a series of articles that explore the impact of electronic information on organizations and professions. He has also explored the importance of cross-disciplinary dialogue and planning, both with computer scientists and social scientists.

### ***Publications***

"Digital library development: An information management strategy for Industrial Relations researchers. *Proceedings of the Industrial Relations Research Association*. May, 1997.

"The Ecology of Knowledge: Future Roles for Librarians." *Nordic Journal of Documentation* 52 (no. 1/2), p. 67.

"Libraries and the Idea of the Organization." In *Advances in Librarianship* 21, 1997 (Academic Press).

"Management Literature: A Guide for the Perplexed." *Labor Center Reporter* no. 301, (Summer 1997), p. 4.

"The Social Life of (Reference) Librarians." *SLA Bulletin* 67 (no. 6), May/June 1997, p. 6.

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### ***Jerome Karabel***

#### ***Professor, Sociology***

Professor Karabel continues to pursue his research on intellectuals in Eastern Europe and Russia and their role in the construction and breakdown of Communism. A special focus of this study is the presence or absence of political alliances between the intelligentsia and the working class. In addition, Professor Karabel has begun a new research project on the effect that the elimination of affirmative action has had on the University of California.

### ***Publications***

"Lenin and the Problem of the Intelligentsia," *Current Perspectives in Social Theory*, 17: 261-312, 1997.

"Time for the President to Defend Affirmative Action," *Christian Science Monitor*, June 13, 1997.

"Proponents of Prop. 209 Misled California Voters," *Christian Science Monitor*, December 5, 1996.

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### ***Larry Karp***

#### ***Professor, Agricultural and Resource Economics***

Professor Larry Karp's research during the past year has principally been in the areas of strategic trade policy, industrial organization, and environmental policy. He has investigated the importance of government credibility in strategic trade settings. In some situations, depending on relative endowments, a country may want to delegate tariff-setting authority to a partner in a customs union. In imperfectly competitive industries where it is costly to adjust output, a policy which targets investment may be ineffective in capturing strategic rents. Elsewhere, he has explained why a monopolist who produces a durable good that depreciates may retain substantial market power. Other research shows how new dynamic econometric methods can be useful for studying natural resource and environmental problems.

### ***Publications***

"Common Ground Between Freetraders and Environmentalists," *Centre for Economic Policy Research Discussion Paper*,

1598, 1997. With S. Sacheti and J. Zhao.

"Monopoly Power Can Be Disadvantageous in the Extraction of a Durable Nonrenewable Resource," *International Economic Review*, 37(4):825-849, 1996.

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## **Clark Kerr**

**UC President Emeritus**

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

Clark Kerr continues to write his memoirs covering his Berkeley chancellorship and UC presidency. It is tentatively entitled "The Gold and the Blue — A Personal Memoir of the University of California," and will be published by UC Press, in 1998.

### **Publications**

Introduction to Alain Touraine, *The Academic System in American Society*, New Brunswick NJ: Transaction Publishers, vii-xxv, 1997.

Untitled essay in *There Was Light*, A collection of essays by alumni of the University of California, Berkeley, 125th anniversary edition, Irving Stone, update by Jean Stone (Eds.), Berkeley, CA: University Relations, University of California, Berkeley, 24-34, 1996.

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## **Jonathan Leonard**

**Professor, Haas School of Business**

Professor 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.

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## **David Levine**

**Associate Professor, Haas School of Business**

One stream of Professor David Levine's research examines what management policies such as training and quality programs contribute to high-skill / high-performance workplaces. He also focuses on the role and design of public policies to promote such high-performance workplaces. His research on workplaces is summarized in his 1995 book, *Reinventing the Workplace*. A second stream of Professor Levine's research analyzes the roles of fairness, skills, and bargaining power in determining wages, and in measuring the benefits that companies receive when they pay high wages.

### **Publications**

"Team Production," in *The Human Resource Management Handbook*, David Lewin, Daniel J.B. Mitchell, and Mahmood Zaidi (Eds.), Greenwich CT: JAI Press, forthcoming 1997.

"They Should Solve Their Own Problems: Reinventing Workplace Regulation," in *Government Regulation of the Employment Relationship: A Critical Appraisal*, Madison WI: Industrial Relations Research Association, forthcoming 1997.

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## **Ethan Ligon**

**Assistant Professor, Agricultural and Resource Economics**

Professor Ethan Ligon is chiefly interested in understanding welfare and institutions in 'village economies'. Understanding these economies poses a wealth of challenges to economic theory because the village, to a first approximation, appears to provide an almost ideal testing ground for much of what constitutes modern economic theory, particularly the theory of contracts. However, the existing theory does not adequately explain financial and labor relationships in rural villages. Professor Ligon has been involved in modeling economies with a variety of different impediments to trade, including limited commitment, private information, and exogenously imposed liquidity constraints. Although these impediments imply market failure, each has far-reaching and diverse effects on the type of labor contracts we would expect to observe and quite different implications for the sort of policy best pursued to correct the failure. These models seem to help explain several puzzling 'stylized facts' of village economies.

### **Publications**

"Notes on Storage, Informal Insurance Arrangements, and Limited Commitment," Giannini Foundation Working Paper, July 1996.

"Computing the Equilibria of Dynamic Common Property

Games," forthcoming in *Natural Resource Modelling*. With Urvashi Narain.

"Panel Data and Euler Equations," Giannini Foundation Working Paper, May 1997.

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## **James R. Lincoln**

### **Professor, Haas School of Business**

James R. Lincoln is Professor at the Walter A. Haas School of Business and the incoming Director of the Institute of Industrial Relations at the University of California at 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 include organizational design and innovation, Japanese management, and interorganizational networks. 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 organization. He has been a visiting scholar at Hitotsubashi, Doshisha, and Ritsumeikan Universities in Japan. His recent 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.

### **Publications**

"The Transformation of the Japanese Employment System: Nature, Depth, and Origins," *Work and Occupations*, 24(1): 33-55, 1997. With Yoshifumi Nakata.

"The Structural Analysis of Japanese Economic Organization: A Conceptual Framework," in W. Mark Fruin (Ed.), *Networks and Markets: Pacific Rim Investigations*, New York: Oxford University Press, forthcoming. With Michael Gerlach.

"Commitment, Quits, and Work Organization in the U.S. and Japan," *Industrial and Labor Relations Review*, 50(1): 39-59, 1996. With Arne L. Kalleberg.

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## **Raymond Miles**

### **Dean and Professor Emeritus, Haas School of Business**

Dean 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 Executive Director of COHRE, Dean 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.

### **Publications**

"Characteristics of Managerial Careers of the 21st Century," *Academy of Management Executives*, 10(4): 17-27, 1996. With Brent B. Allred and Charles C. Snow.

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## **Charlan Jeanne Nemeth**

### **Professor, Psychology**

Professor Charlan Nemeth's research interests involve an analysis of the factors that influence group decisionmaking. Her special interests have focused on the contributions of minority dissent, and how exposure to such dissent stimulates cognitive processing that improves the quality of decisionmaking and the detection of truths. She and her research group have numerous studies attesting to the fact that minority dissent improves recall, increases the desire for more information, results in a consideration of multiple perspectives, and improves productivity and even creativity. Majority disagreement, by contrast, tends to stimulate convergent thought and consideration of the issue from the majority perspective only. In these situations, people recall less, search for additional information that supports the majority position, follow the strategies suggested by the majority, and show lessened creativity. On the applied side, Professor Nemeth's research has written on immigration, group referral systems in educational settings, and groups "at work." She has also completed a series of interviews with Nobel laureates in an effort to understand the creative process more generally.

### **Publications**

"Exploring the Intersection between School and Social Psychology," *Journal of School Psychology*, 35, 195-216.

"Selected Factors Impacting Decision Making in Pre-Referral Intervention and Other School-Based Teams: Exploring the Intersection between School and Social Psychology," *Journal of School Psychology*, in press, 1997. With T. B. Gutkin.

"Majority-Minority Relations: The Value of Diversity and Dissent," in A. Mummendey and B. Simon (Eds.), *Identität und Verschiedenheit: Zur Sozialpsychologie der Identität in komplexen Gesellschaften*, 109-126, 1997.

"The Need for Dissent in a Flexible and Innovative Organization," *California Management Review*, in press 1997.

"Making Work Groups More Effective: The Value of Minority Dissent," in M. West (Ed.), *Handbook of Work Group Psychology*, 1996, New York: Wiley, 125-142. With P. Owens.

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### **Jeffrey M. Perloff**

**Professor, Agricultural and Resource Economics  
Co-Editor, Industrial Relations**

Professor Jeffrey Perloff is studying hired-agricultural-worker markets. He is analyzing the effects of minimum wage policies and other laws regulating labor supply and family composition. He also intends to study how agriculture employers use efficiency wages, deferred wages, piece rates, and other policies to increase productivity. In addition, he is working on a new statistical technique (involving generalized maximum entropy) to look at the traditional labor supply/sample selection problem. Professor Perloff also conducts research in the areas of industrial organization and trade.

#### **Publications**

"The Impact of Wages, Benefits, and Working Conditions on Farm Worker Retention," *Industrial Relations*, forthcoming. With Susan M. Gabbard.

"Migration of Seasonal Agricultural Workers," *American Journal of Agricultural Economics*, forthcoming. With Lori Lynch and Susan M. Gabbard.

"Multimarket Market Power Estimation: The Australian Retail Meat Sector," *Applied Economics*, forthcoming. With Charles E. Hyde.

"Droit de Suite," *New Palgrave Dictionary of Economics and the Law*, forthcoming.

"Effects of FCC Regulations on Television Profits," *Information Economics and Policy*, forthcoming. With Sabrina J. Ise.

"Recovering Information from Censored and Ordered Multinomial Response Data," *Journal of Econometrics*, forthcoming. With Amos Golan and George Judge.

"Antitrust Settlements and Trial Outcomes," *Review of Economics and Statistics*, 78(3): 401-409, August 1996. With Daniel L. Rubinfeld and Paul Ruud.

"The Optimal Suppression of a Low-Cost Technology by a Durable-Good Monopoly," *Rand Journal of Economics*, 27(2): 346-364, Summer 1996. With Larry S. Karp.

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### **Trond Petersen**

**Associate Professor, Haas School of Business**

Professor Trond Petersen is currently working on four projects. The first research project investigates reward and motivation structures in formal organizations. In this project, he contrasts the use of bureaucratic career incentives (i.e., when future promotions and rewards depend on current performance) with direct incentives (e.g. piece-rates and production bonuses), and he investigates the determinants of the organizational choices between these two types of reward structures. In his second project, Professor Petersen studies career patterns of white-collar employees in a large, bureaucratically-organized insurance company and in a large public utility company, using the personnel records of the companies. The third project concerns methods for quantitative analysis of longitudinal data or event history data. Professor Petersen's fourth project studies occupational sex segregation and the gender wage gap. This is a large-scale comparative project, analyzing data from the U.S., Norway, and Sweden.

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### **Michael Reich**

**Professor, Economics**

Much of Professor Michael Reich's recent research has concerned work and pay in the U.S. and Japan, as well as labor market segmentation and inequality in the U.S. He is also interested in institutional approaches to understanding economic performance in the U.S., Japan, and Europe. His upcoming work will include an investigation of why there exists a difference in the productivity growth of different types of economic systems, such as those of the U.S., Sweden, and Japan. Professor Reich is also working on a project concerning the economics of racial inequality in the U.S. His focus is on the interactions among housing, schooling, and labor market structures that maintain racial and ethnic inequality. These interactions include spatial mismatches between job opportunities and the residential location of minority youth as well as the effect that living in a poor neighborhood has upon young people's educational achievement. Neighborhood effects can work to further reinforce the disadvantages of individual families, but they do so differently for different demographic groups.

#### **Publications**

"Developing Skills and Pay Through Career Ladders," *California Management Review*, 39(2): 124-144, 1997. With C. Brown.

"Social Structures of Accumulation: Retrospect and Prospect," *Review of Radical Political Economics*, Summer 1997, in press.

*Work and Pay in the United States and Japan*, New York: Oxford University Press, 1997. With Brown, Nakata, and Ulman.

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### **Karlene H. Roberts**

#### **Professor, Haas School of Business**

Professor 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, decisionmaking, and culture.

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### **James Robinson**

#### **Professor, School of Public Health**

Professor 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. Dr. Robinson's research is supported by the Robert Wood Johnson Foundation and the Milbank Memorial Fund.

#### **Publications**

"Use and Abuse of the Medical Loss Ratio to Measure Health Plan Performance," *Health Affairs*; 16(4): 176-187, 1997.

"Organizational Diversification in the American Hospital," *Annual Review of Public Health*; in press, 1997. With T. S. Snail.

"Physician Practice Management Companies: Strategy, Operations, and Implications for Hospital-Based Integrated Delivery Systems," *Frontiers of Health Services Management*; in press, 1997. With L. B. Burns.

"Physician-Hospital Integration and the Economic Theory of the Firm," *Medical Care Research and Review*; 54(1): 3-24, 1997.

"Innovation organisationnelle en sante," in S. Jacobzone (Ed.), *Economie de la Sante: Trajectoires du Futur*, Paris, France: INSEE Institut National de la Statistique et des Etudes Economiques, 1997.

"Taking Consumer Rights Seriously" (book review), *Health Affairs*, 15(3): 277-279, 1996.

*Taxing Pesticides to Fund Environmental Protection and Integrated Pest Management*, University of California, California Policy Seminar 1996. With W. S. Pease and D. Tuden.

"Decline of Hospital Utilization and Cost Inflation under Managed Care in California," *Journal of the American Medical Association*; 276(13): 1060-1064, 1996.

"Involuntary Health Plan Switching: Case Study of a Corporate Health Benefits Program," *Medical Care Research and Review*; 53(2): 225-239, 1996. With L. B. Gardner.

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### **AnnaLee Saxenian**

#### **Associate Professor, City and Regional Planning**

Professor 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**

"Creating a Twentieth Century Technical Community: Frederick Terman's Silicon Valley" in A. Molella, ed. *The Inventor and the Innovative Society*, Washington, D.C.: Lemelson Center of the Smithsonian Institution, (forthcoming)..

"The Limits of Autarky: Regional Networks and Industrial Adaptation in Silicon Valley and Route 128" in M. Fruin, ed. *Networks and Markets: Pacific Rim Investigations*, New York: Oxford University Press, (forthcoming).

"Inside-Out: Regional Networks and Industrial Adaptation in Silicon Valley and Route 128" *Cityscape: A Journal of Policy Development and Research*, Volume 2, Number 2, 1996.

"Beyond Boundaries: Open Labor Markets in Silicon Valley" in M. Arthur and D. Rousseau, eds. *Boundaryless Careers: Work, Mobility, and Learning in the New Organizational Era*, New York: Oxford University Press, 1996.

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## **Andrew Scharlach**

### ***Eugene and Rose Kleiner Professor of Aging Policies, Social Welfare***

Professor Andrew Scharlach directs the Center for the Advanced Study of Aging Services. Recently, Professor Scharlach conducted a survey of Amalgamated Transit Union workers regarding their knowledge of their rights under the federal Family and Medical Leave Act (FMLA) and their experiences in taking family leave. Another 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.

#### ***Publications***

"Health Practices of Adults with Elder Care Responsibilities," *Preventive Medicine*, 26: 155-161, 1997. With L. Midanik, M. C. Runkle, and K. Soghikian.

*Controversial Issues in Aging*, Boston: Allyn & Bacon, 1996. Edited with L. W. Kaye

"Caregiving and Employment: The Impact of Work Place Characteristics on Role Strain," *Journal of Gerontological Social Work*, in press, 1997. With K. I. Fredriksen.

"A Critical Analysis of Elder Care Programs in the United States," in G. Naegle and M. Reichert (Eds.), *Working and caring: The situation in Germany, Europe and North America*, Dortmund, Germany: Forschungsgesellschaft für Gerontologie e. V. Institut für Gerontologie in press, 1997.

"The Family and Medical Leave Act of 1993: Analysis and Appraisal," *Social Service Review*, in press, 1997. With B. Grosswald.

"Quality Assurance in Long-Term Care Case Management," *Geriatric Care Management*, in press, 1997. With B. K. Robinson.

*Family Care and the Work Force*, Oxford University Press, forthcoming. With K. I. Fredriksen.

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## **Harley Shaiken**

### ***Professor, School of Education***

Professor 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.

#### ***Publications***

"Two Routes to Team Production: Saturn and Chrysler Compared," *Industrial Relations*, January, 1997. With S. Lopez and I. Mankita.

"Experienced Workers and New Ways of Organizing Work: A Case Study of Saturn and Chrysler Jefferson North," National Center for the Workplace Working Paper 6, 1996. With S. Lopez and I. Mankita.

"Free Trade' Proves Costly to Jobs," *The Los Angeles Times*, January 14, 1996. With David E. Bonior.

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## **Kirsten Snow Spalding, Esq.**

### ***Co-Chair, CLRE***

Ms. Spalding is currently working on a series of research papers on multi-employer pension plans and labor's capital strategies funded by a grant from the Ford Foundation. She is analyzing economically targeted investment in the policies and practices of Taft-Hartley pension funds and what trustees are permitted to do under ERISA. She is also studying how the changes in courts' interpretation of the National Labor Relations Act has weakened unions. Her research examines the law in four areas: (1) the obligations of exclusive representation; (2) the duty to bargain; (3) the right to strike; and (4) the prohibition against secondary boycott. Other research interests include labor's response to the repeal of welfare benefits, and labor management partnership case studies.

#### ***Publications***

*Increasing the Minimum Wage: A Union Leader's Guide to the Debate*, Labor Center publication, 1996. With Lea Grundy and Bob Redlo.

*Lessons From the Union-Management Partnerships Task Force: How Public Sector Partnerships Work (and Don't Work) and Some Thoughts on How to Improve Them*, Labor Center Publication, 1997. With Dennis Toseland and Members of the Task Force.

Report for Oakland Educators' Association: "Moving Towards the Organizing Model of Unionism: Barriers and Benefits." With assistance from Nicky Dones, May 1997

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## **Barry Staw**

### **Professor, Haas School of Business**

Much of Professor 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.

### **Publications**

"The Escalation of Commitment: An Update and Appraisal," in Z. Shapira (Ed.), *Organizational Decision Making*, New York: Cambridge University Press, 1996.

"Why No One Really Wants Creativity," in C. M. Ford and D. A. Gioia (Eds.), *Creative Action in Organizations: Ivory Tower Visions and Real World Voices*, Sage Publications, 1996.

"Escalation at the Credit Window: A Longitudinal Study of Bank Executives' Recognition and Write-Off of Problem Loans," *Journal of Applied Psychology*, February 1997. With S. Barsade and K. Koput.

"In Search of the Happy/Productive Worker: A Longitudinal Study of Affect and Performance," *Journal of Organizational Behavior*, in press. With T. A. Wright.

"Fun's Over. Fact Checkers are Here: A Case Study of Institutional Dissent in the Magazine Publishing Industry," in J. Wagner (Ed.), *Advances in Qualitative Organizational Research*, JAI Press: 1, in press. With Lisa Cohen.

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## **David Stern**

### **Professor, Education**

Professor Stern 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 is also evaluating career academies, which are high school programs that organize the core academic curricu-

lum around a vocational theme such as health careers or computer-related occupations. Currently, Professor Stern is part of a team, organized by the University Metropolitan Forum, that evaluates and assists a set of academies in the Oakland public schools.

### **Publications**

"Active Learning for Students and Teachers: Reports from Eight Countries," D. Stern and G. Huber (Eds.), Frankfurt and New York: Peter Lang, 1997.

"School-to-Work Policy Insights from Recent International Developments," Berkeley, CA: National Center for Research in Vocational Education, MDS-950, 1996. With T. Bailey and D. Merritt.

"The New American High School: Preparing Students for College and Careers at the Same Time," *Workforce Investment Quarterly*, National Governors' Association, 3(4): 37-44, 1996. With M.T. Hallinan.

"Human Resource Development in the Knowledge-Based Economy." In *Employment and Growth in the Knowledge-Based Economy*, Paris: Organization for Economic Cooperation and Development, 189-203, 1996.

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## **George Strauss**

### **Professor Emeritus, Haas School of Business**

### **Director Emeritus, Institute of Industrial Relations**

Professor George Strauss' recent research has focused on the tensions between collective bargaining and workers' participation, specifically between unions and work councils, using data from Germany, Sweden, Norway, France, the Netherlands, and US. This long-term project should be ready for publication by October. Professor Strauss has also explored strategic issues in choosing topics for comparative international industrial relations research.

### **Publications**

Review essay: Lex Donaldson, "American Anti-Management Theories of Organizations: A Critique of Paradigm Proliferation," *Human Relations*, in press.

Book review: Edward Cohen-Rosenthal, Ed. "Unions. Management and Quality," *Industrial and Labor Relations Review*, in press.

*Researching the World of Work: Strategies, Methods and Critical Issues in the Study of Industrial Relations*, Cornell University Press, in press. Coedited with Keith Whitfield.

*Participation: Myth or Reality*, Oxford: Oxford University Press, in press. With Frank Heller, Eugen Pucik, and Bernhard Wilpert.



"Human Resources Management in the USA," in Brian Towers (Ed.), *The Handbook of Human Resources Management*, 2<sup>nd</sup> ed., Oxford: Blackwell, 26-49, 1996.

"Some Selected Problems Associated with Formal Workers' Participation," in Peter Drenth, Paul Koopmans, and Bernhard Wilpert (Eds.), *Organizational Decision-Making under Different Economic and Political Conditions*, Amsterdam: North Holland, 117-126, 1996.

"What Works at Work: Overview and Assessment," *Industrial Relations*, 35(3): 299-333, 1996. With Casey Ichniowski, Thomas Kochan, David Levine, and Craig Olson.

"Collective Bargaining," in Malcolm Warner (Ed.), *International Encyclopedia of Business and Management*, London: Routledge, 647-658, 1996.

"Participation in the United States: Progress and Barriers," in Edward Davis and Russell Lansbury (Eds.), *Managing Together: Consultation and Participation at the Workplace*, Melbourne: Longman, 173-192, 1996.

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### **Robert Sutton**

#### **Professor, Haas School of Business**

Professor Robert I. Sutton, who joined the U.C. Berkeley faculty in the fall of 1997, has published over 50 articles and chapters in scholarly and applied publications. Much of his research uses a blend of psychological and sociological theory to understand how organizations influence and are influenced by individuals and groups. His research style emphasizes the development of theory and recommendations for practice on the basis of direct observation of organizational life and interviews with managers, engineers, and other organization members.

Professor Sutton's current research focuses on organizational innovation, the links (and gaps) between managerial knowledge and organizational action, and group and organizational performance. He has also written on topics including emotion in organizations, the effects of public scrutiny on leaders, organizational decline and death, impression management, and interpersonal persuasion.

#### **Publications**

"The Virtues of Closet Qualitative Research," *Organization Science*, 97-106, 1996.

"Work as a Parade of Decision Letters: Pleasures and Burdens of Being an Associate Editor at the Administrative Science Quarterly," in P. Frost and M. S. Taylor (Eds.), *Rhythms of Academic Life*, Beverly Hills: Sage, 299-307, 1996.

"Consequences of Public Scrutiny for Leaders and Their Organizations," *Research in Organizational Behavior*, Greenwich, CT: JAI Press, 18: 201-250, 1996. With D. C. Galunic

"Brainstorming Groups in Context: Effectiveness in a Product Design Firm," *Administrative Science Quarterly*, 41: 685-718, 1996. With A. Hargadon.

"Technology Brokering and Innovation Evidence from a Product Design Firm," *Academy of Management Best Paper Proceedings*, 229-233, 1996. With A. Hargadon.

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### **Lloyd Ulman**

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

Professor Lloyd Ulman's research has focused on wage setting institutions in the United States, Japan and Europe. Recently, he (along with collaborators Clair Brown, Yoshi Nakata, and Michael Reich) completed his study of the national spring bargaining offensive (Shinto) in Japan, in which he explored the relative bargaining position of employers and the enterprise unions and the impact of the Shinto process on the wage distribution and wage growth. He has begun work with Knut Gerlach (University of Hannover) to study wage determination and unemployment in Germany and Japan. This study will assess the distinct wage-setting institutions in the two countries, in conjunction with economic stabilization policy.

Professor Ulman has also completed an analysis of the Kennedy and Johnson wage guideposts that addresses their early success and subsequent demise.

#### **Publications**

*Work and Pay in the United States and Japan*, New York: Oxford University Press, 1997. With C. Brown, Y. Nakata, and M. Reich.

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### **Kim Voss**

#### **Associate Professor, Sociology**

Professor Kim Voss' research interests lie in three areas: social movements, social inequality, and comparative labor movements. In the area of social movements, her agenda is to understand how ordinary people acquire the capacity to act collectively, how and why the aims and forms of their collective action change over time, and why similar actions in different contexts can have vastly different effects. Her primary concern

with social inequality is to understand the causes and consequences of recent increases in inequality in the United States. In the area of comparative labor movements, currently she is working on a project about new tactics in contemporary American unions.

### ***Publications***

"Inequality by Design: Cracking the Bell Curve Myth," Princeton University Press, 1996. With Claude Fischer, Michael Hout, Martin Sanchez-Jankowski, Sam Lucas, and Ann Swidler.

"The Political Economy of Inequality in the 'Age of Extremes,'" *Demography*, 33, 1996. With Michael Hout and Richard Arum.

"Claim-Making and the Interpretation of Defeats: A Comparison of the Ways American and British Labor Activists Framed Losses, 1886-1895," in Michael Hanagan, Leslie Page Moon, and Wayne Te Brake (Eds.), *Repertoires, Political Opportunities, and Conflict: The Past and Future of Historical Collective Action*, University of Minnesota Press, forthcoming.

---

### ***Richard Walker***

#### ***Professor, Geography***

Professor Richard Walker's research addresses immigration and labor demand in California over the long term, labor organizing in the current economic climate of California, evolution of the San Francisco Bay Area economy, history of industrial location in the Bay Area, and a radical revision of existing theory on suburbanization, emphasizing the role of industrial decentralization over residential dispersal, the political dilemmas of California around growing race and class schisms, the history of the environmental movement in the Bay Area. He has been studying government subcontracting in the central Bay Area through a grant from SEIU No. 790. Professor Walker is also working on a book project about San Francisco and the Bay Area, which includes some of the above issues.

### ***Publications***

"Beyond the Crabgrass Frontier: Industry and the Spread of North American Cities, 1850-1950," *Journal of Historical Geography*, forthcoming, 1998. With Robert Lewis.

"An Appetite for the City," in James Brook, Chris Carlsson, and Nancy Peters (Eds.), *Shaping San Francisco: Lost Histories of the City*, San Francisco: City Lights Books.

"Staple Lessons: Agriculture, Resource Industrialization and Economic Geography," in T. Barnes and M. Gertler (Eds.), *Regions, Institutions, and the Regulation of Economic Activity*, London: Routledge, in press, 1997. With Brian Page.

"Unseen and Disbelieved: A Political Economist Among Cultural

Geographers," in P. Groth and Todd Bressi (Eds.), *Seeing and Believing: Observing and Understanding Ordinary Landscapes*, New Haven: Yale University Press, 1997.

"California Rages: Regional Capitalism and the Politics of Renewal," in Jane Wills and Roger Lee (Eds.), *Geographies of Economy: States of the Art in Economic Geography*, London: Edward Arnold, 1997.

"For Better or Worcester: Reflections on Gender, Work, and Space," *Symposium on Susan Hanson and Geraldine Pratt, Gender, Work, and Space*, Antipode, 29(1): 329-337. 1997.

"California's Collision of Race and Class," *Representations*, 55: 163-183, Summer. 1996.

---

### ***Harold L. Wilensky***

#### ***Professor Emeritus, Political Science***

Professor 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.

### ***Publications***

"A Journey Through the Social Sciences," Institute of Governmental Studies, University of California, Berkeley, Working Paper No. 96-16, 1996.

"Social Science and the Public Agenda: Reflections on the Relation of Knowledge to Policy in the U.S. and Abroad," Institute of Governmental Studies, University of California, Berkeley, Working Paper No. 96-15, 1996.

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### ***Paul Wright***

#### ***Professor, School of Engineering***

Professor Paul Wright's publications are in the areas of metal processing, especially machining, robotics and its applications in flexible manufacturing systems, as well as the development of open architecture systems for manufacturing. He is Co-Chair of the Management of Technology Program at Berkeley.

### ***Publications***

"Reference Free Part Encapsulation: A New Universal Fixturing Con-

cept," *Journal of Manufacturing Systems*, 16(1): 35-47, 1997. With Sanjay E. Sarma.

---

### **J. Nicholas Ziegler**

#### **Visiting Associate Professor, Political Science**

Professor J. Nicholas Ziegler's research interests are in the area of comparative European politics. He recently completed a study of occupational identities and public policies for promoting technological change in France and Germany. His current work concerns the redrawing of public-private boundaries in the advanced industrial countries, focusing on the renegotiation of institutional forms for governing economic activities. Specific cases include the privatization of telecommunications and other public-sector service industries in Europe; political efforts to reform the rules of corporate governance in France, Germany, and the United Kingdom; and the uses of liberal political doctrine in the party politics of Germany and the United States. He will join the U.C. Berkeley faculty in January 1998.

#### **Publications**

*Governing Ideas: Strategies for Innovation in France and Germany*, Ithaca, NY: Cornell University Press, 1997.

"Privatization, Politics, and Public Service in Germany: The Cases of Deutsche Telekom and Lufthansa," Center for German and European Studies, University of California, Berkeley, Working Paper 8.4, December 1996.

---

### **Sheldon Zedeck**

#### **Chair and Professor, Psychology**

Professor Zedeck's research interests are in three areas: employment selection and validation models, with particular emphasis on reducing adverse impact against minorities; the impact of work on family and vice versa; and thirdly, how individuals process information prior to making decisions. Professor Zedeck has been collecting and analyzing data in these areas.

#### **Publications**

Commentary, *Human Performance*, 9: 303-307, 1996.

"Content Validation," in R. Barrett (Ed.), *Handbook of Fair Employment Strategies*, Westport, CT: Quorum, 27-37, 1996. With I. Goldstein.

---

### **John Zysman**

#### **Professor, Political Science**

Professor Zysman has written extensively on politics and policies of European and Japanese business and economic development. His work on industrial competitiveness has focused on the role of technology, especially in the automobile industry. His research also has included the work organization factors involved in industrial competitiveness. Professor Zysman co-directs the Berkeley Roundtable on the International Economy (BRIE).

#### **Publications**

"Why the Changed Relation Between Security and Economics Will Alter the Character of the European Union," Berkeley Roundtable on the International Economy, University of California, Berkeley, Working Paper No. 99. With Steve Weber.

"'Wintelism' and the Changing Terms of Global Competition: Prototype of the Future?" Berkeley Roundtable on the International Economy, University of California, Berkeley, Working Paper No. 96b. With Michael Borrus.

"Nations, Institutions, and Technological Development," *International Journal of Technology Management*, 12(3/4), Special Issue, 1996.



## VISITING SCHOLARS

Special thanks to  
Professor Emeritus  
George Strauss and  
Myra Armstrong for  
their support as  
coordinators of the  
visiting scholars  
program.

---

### **Jan-Erik Askildsen**

**Research Fellow, Norwegian School of Economics, Norway**

*Sponsored by Professor Trond Petersen*

*August 1996 - July 1997*

Dr. Askildsen's research is concentrated on two subjects: codetermination and the role of unions, and markup fluctuations over the business cycle. He is attempting to show that unions may contribute to firms' investing in more long-term benefits for their workers, and he also investigates whether factor market imperfections can explain any cyclicalities in markup for a sample of Norwegian manufacturing firms.

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### **Eduardo Gonzalez - Biedma**

**Research Fellow, University of Seville, Spain**

*Sponsored by Professor George Strauss*

*July 1997 - September 1997*

Professor Gonzalez-Biedma's interests are in Occupational Health and Safety laws in the U.S., and how they compare with the most recent European regulations.

---

### **Byung Cheong**

**Research Fellow, Hyundai Research Institute, Korea**

*Sponsored by Professor Michael Reich*

*April 1996 - June 1997*

Dr. Cheong is interested in work organization, skill formation, and wage systems in the auto industry. His research takes on a comparative study of Japan, the U.S. and Korea. Dr. Cheong also studies the role of labor in the Korean economic development from an institutionalism perspective.

---

### **Espen Dahl**

**Research Fellow, FAFO Institute for Applied Social Science, Norway**

*Sponsored by Professor Trond Petersen*

*January 1996 - December 1997*

Dr. Dahl studies how socio-economic factors affect health and health care. He is the research director at the FAFO Institute for Applied Social Science.

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### **Margaret Ford**

**Research Fellow, Institute of Applied Research, Oslo, Norway**

*Sponsored by Professor Harold Wilensky*

*August 1996 - August 1997*

One of Professor Ford's primary research interests concerns vocational rehabilitation systems.

---

### **Flora Gill**

**Research Fellow, Economics Department, University of Sydney, Australia**

*Sponsored by Professor George Strauss*

*January 1997 - April 1997*

While in Berkeley, Professor Gill's main research purpose was to continue her special studies program: Understanding Labour Bargaining at the Enterprise Level

---

**Hans-Tore Hansen**

**Research Fellow, Foundation for Research in Economics and Business Administration,  
Norway**

*Sponsored by Professor Trond Petersen*

Professor Hansen was interested in expanding his theoretical and methodological knowledge in sociology with special emphasis on labor market analysis. He also expressed interest in making contact with other scholars in this field.

---

**Ray Markey**

**Research Fellow, Economics Department, University of Wollongong, Australia**

*Sponsored by Professor George Strauss*

*October 1996*

Professor Markey is a labor historian interested in the steel industry and industrial democracy.

---

**Thomas Mercer**

**Research Fellow, President and CEO of African Telecommunications Network, Inc.**

*Sponsored by Professor Karlene Roberts*

*February 1997 - February 1998*

Mr. Mercer heads the Center for Risk Mitigation, and collaborates closely with Haas School of Business Professor Karlene Roberts.

---

**Xiaoying Qian**

**Research Fellow, Japan Institute of Labor, Japan**

*Sponsored by Professor George Strauss*

*May 1996 - October 1997*

Dr. Qian is interested in researching the labor market and employment systems in the U.S.

---

**Heather-Jane Sears**

**Research Fellow, Harkness Fellow-Commonwealth of England**

*Sponsored by David Levine*

*August 1996 - December 1997*

As executive director of King's Healthcare NHS Trust, Ms. Sears's research interests are in the development of clinical and organizational effectiveness.

---

**Gesine Stephan**

**Research Fellow, University of Hannover, Germany**

*Sponsored by Professor George Strauss*

*January 1997 - April 1997*

Professor Stephan's research interests are in labor economics, specifically, the structure of wages, absenteeism, and labor market policies.

Visiting Scholars bring insights and energy to the IIR intellectual community.

# PERSONNEL

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## ADMINISTRATIVE STAFF



Clair Brown and Diane Leite

**"Diane Leite allowed us to perform miracles during a period of budget cuts. Her humor, intelligence and good judgment never failed."**

**Clair Brown**

JACQUELIN ANAYA, *Student Clerk*

MYRA ARMSTRONG, *Receptionist*

CLAIR BROWN, *Director*

KAREN CHEN, *Student Library Assistant*

DEENA DETTON, *Contract and Grant Assistant*

DANIEL EDINGTON, *Administrative Assistant*

JACOB ELY, *Student Clerk*

EZINDA FRANKLIN, *Program and Publications Coordinator, CLRE*

EDUARDO GARCIA-NAVA, *Student Clerk*

STEFANIE KALMIN, *Managing Editor, CPER*

JUNKO KAWAMURA, *Senior Coder*

MAUREEN KAWAOKA, *Editorial Assistant to Clark Kerr*

ANN KEARY, *Student Administrative Assistant*

HEEJUNG KIM, *Student Clerk*

JANICE KIMBALL, *Library Assistant*

RODRIGO LAGOS, *Computer Resource Specialist*

DIANE LEITE, *Business Manager*

ROSEMARY LUZON, *Library Assistant*

ELAINE MECKENSTOCK, *Contract and Grant Manager*

SHARON MELNYK, *Production/Circulation Manager, CPER*

JENNIFER NG, *Student Clerk*

LESLIE NELSON, *Fiscal Assistant*

TERESA OJEDA, *Program and Publications Coordinator*

PRAISE OKOH, *Library Assistant*

GLEN OZAWA, *Computer Specialist*

MICHELLE RODRIGUEZ, *Student Clerk*

JASON ROSS, *Student Clerk*

RACHEL STURMAN, *Student Administrative Assistant*

MARY KAY STUVLAND, *Development Manager*

NAMI SUEMORI, *Senior Coder*

NANA TAKADA, *Student Administrative Assistant*

AMY TANG, *Student Administrative Assistant*

THAI TRIEU, *Student Clerk*

FROZAN WAHAJ, *Editorial Assistant, Industrial Relations Journal*

CHRISTINE WANG, *Student Library Assistant*

NOBUKU WATANABE, *Senior Coder*

MATHEW WILKINSON, *Student Clerk*

DEBBIE WOODS, *Program and Publications Coordinator*

ANDREA ZEMGULYS, *Editorial Assistant, Industrial Relations Journal*



## GRADUATE STUDENTS

STUDENT / PROJECT TITLE	MAJOR	SPONSOR	DEGREE GOAL	GRADUATION DATE
Melissa Appleyard <i>Knowledge Creation and Diffusion in the Semiconductor Industry</i>	Economics	Clair Brown	Ph.D.	1997
Sara Bales <i>Labor Markets in Transition—Vietnam</i>	Economics	David Levine	Ph.D.	1997
Lissa Bell <i>Technologies of Power: National Politics and Womens' Movements in France and the United States</i>	Sociology	Kim Voss	Ph.D.	1997
Chris Benner <i>Bay Area Labor: Economic Digital Directory</i>	City and Regional Planning	Richard Walker	Ph.D.	1999
Lyda Bigelow <i>Industry Dynamics—The United States Auto Industry</i>	Business Administration	Glenn Carroll	Ph.D.	1997
Joseph Blum <i>Degradation Without De-skilling: Twenty Years in the San Francisco Shipyards</i>	Sociology	Michael Burawoy	Ph.D.	1998
Benjamin Campbell <i>Wage Structures and Inequality in High-Tech Industries</i>	Economics	Clair Brown	Ph.D.	2000
Karen Chapple <i>Contracting Out in the Bay Area</i>	Urban & Regional Development	Richard Walker	Ph.D.	1998
Charlotte Chiu <i>Reaching the Top: Gender and Racial Inequality in High-Level Occupations</i>	Sociology	Neil Fligstein	Ph.D.	1998
Joanie Connell <i>A Study on the Effectiveness of the Devil's Advocate</i>	Psychology	Charlan Nemeth	Ph.D.	2001
Peter Degoe <i>Culture Change in U.C. Berkeley's Administrative Services (BAS)</i>	Business Administration	Jennifer Chatman	Ph.D.	1998
Lisa Epstein <i>Examining the Effectiveness of Management Techniques</i>	Business Administration	Barry Staw	Ph.D.	1999
Frank Flynn <i>BAS / BAI</i>	Business Administration	Jennifer Chatman	Ph.D.	2000
April Gilbert <i>Gender Segregation in the Labor Market in the U.S., Sweden, and Norway</i>		Trond Petersen	Ph.D.	1999
Mark Glickman <i>Research on Wage and Employment Systems Book.</i>	Economics	Michael Reich	Ph.D.	1998
Blanch Grosswald <i>Work and Family Research</i>	Social Welfare	Andrew Scharlach	Ph.D.	1999
Susan Grubb <i>Critical Review of Published Materials on Comparative Politics</i>	Political Science	Ruth Collier	Ph.D.	2002
Lea Grundy <i>The Minimum Wage Initiative for the November 1996 Election</i>	Public Policy	Bob Redlo	Ph.D.	1997
Lynne Haney <i>Globalization and Ethnographic Studies of Global Transformation</i>	Sociology	Michael Burawoy	Ph.D.	1997
Michael Hanson <i>Inherited Components of Socioeconomic Achievement &amp; Status</i>	Business Administration	David Levine	Ph.D.	1998



Kara Harnett	Public Policy	David Levine	MPP	1998
Eric Heitfield	Economics	Paul Ruud	Ph.D.	1998
<i>Who's Calling Whom: A Spatial Model of Long Distance Telephone Demand</i>				
Rene Kamita	Economics	Clair Brown	Ph.D.	2001
<i>Competitive Semiconductor Manufacturing--HR Project</i>				
Tamara Kay	Sociology	Robert Redlo	Ph.D.	2000
Laura Keegan	Social Welfare/Public Health	Andrew Scharlach	MSW/MPH	1997/1998
Matthew Kramer	Law	Kirsten Spalding	J.D.	1999
<i>Union Pension Fund Investment</i>				
Richard Lawson	Naval Arch. & Offshore Engineering	Robert Bea	MME	1997
<i>Risk Mitigation in Socio-Technical Systems Through an Analysis of Human and Organizational Factors</i>				
Chung-Han Lee	Public Policy	Lauren Edelman	MPP	1997
<i>Employee Mobilization of Anti-Discrimination Law</i>				
Yong Lee	Law	Carol Vendrillo	J.D.	1998
Stephen Luk	Economics	Kenneth Chay	Ph.D.	1999
Isaac Mankita		Harley Shaiken	Ph.D.	1996
<i>Organizational Communication</i>				
Thomas Mannarelli	Business Administration (OBIR)	Karlene Roberts	Ph.D.	1997
<i>Center for Risk Mitigation</i>				
Iona Mara-Drita	Sociology	Lauren Edelman		1997
<i>Historical Analysis of the Rise and Diffusion of EEO Policy</i>				
Eliot Mason	Business Administration	James Lincoln	Ph.D.	1998
<i>Comparison of Inter-Organizational Ties Across Japan, Germany, U.S.</i>				
Susan McCarthy	Political Science	Elizabeth Perry	Ph.D.	1999
<i>Ethnicity and Nation-Building in the PRC</i>				
Michael McGregor	Business Administration	James Lincoln	Ph.D.	1997
<i>U.S.-Japan Friendship Commission</i>				
Georgina Moreno	Agricultural & Resource Economics	David Levine	Ph.D.	2000
<i>Total Quality Management and Pay Structures</i>				
Enrico Morretti	Agricultural & Resource Economics	Jeffrey Perloff	Ph.D.	1998
<i>Econometric Project on Agricultural Labor Markets</i>				
Sandra Nichols	Geography	Richard Walker	Ph.D.	1998
<i>Subcontracting</i>				
Pierre Ostiguy	Political Science	Ruth Collier	Ph.D.	1997
<i>Labor and Democratization in Western Europe and Latin America</i>				
Pamela Owens	Psychology	Charlan Nemeth	Ph.D.	1999
<i>Dissent in Organizations: How Creativity is Fostered in the Workplace</i>				
Rhiannon Patterson	Economics	Michael Reich	Ph.D.	
<i>Neighborhood Effects on Educational Attainment and Wages</i>				
Daniel Rascher	Economics	Clair Brown	Ph.D.	1997
<i>Human Resource Systems and Semiconductor Fab Performance</i>				
John Rogers	Psychology	Charlan Nemeth	Ph.D.	1998
<i>Review Article Concerning Minority Dissent and Modes of Cognition</i>				

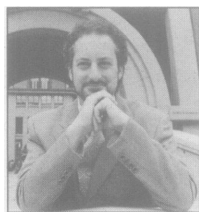
Elizabeth Rudd	Sociology	Michael Reich	Ph.D.	1997
<i>High Performance Pensions: Multi-Employer Plans and the Challenges of Falling Pension Coverage and Retirement Insecurity</i>				
Judith Ruha	Economics	Michael Reich	Ph.D.	1998
<i>Research on Wage and Employment Systems Book</i>				
Karen Schnog	Business Administration	Jennifer Chatman	Ph.D.	1998
<i>Individual Interaction and Work Teams</i>				
Dale Self	Economics	Clair Brown	Ph.D.	1997
<i>Fixed Costs per Worker and Labor Demand</i>				
Rachel Sherman	Sociology	Kim Voss	Ph.D.	2000
<i>Putting the "Move" Back in Labor Movement: Tactical Innovation in Contemporary American Unions</i>				
Jeffrey Sluyter-Beltrao	Political Science	Ruth Collier	Ph.D.	1997
<i>Summarization and Outlining of Research on Brazilian Labor</i>				
Sandra Spataro	Business Administration	Jennifer Chatman	Ph.D.	2000
<i>Citicorp</i>				
Jimmy Torrez	Economics	David Levine	Ph.D.	2000
<i>Intergenerational Transfers and Inequality</i>				
Dennis Toseland	Economics	Clair Brown	Ph.D.	1997
<i>Job Mobility and Career Ladders for Young Men and Women</i>				
Lucia Tsai	Economics	Glenn Carroll	Ph.D.	1997
<i>Aggregation of the Automotive Industry in the Midwest</i>				
Miguel Urquiola	Economics	Nada Eissa	Ph.D.	1999
<i>Neighborhood Effects</i>				
Vincent Valvano	Economics	Clair Brown/Michael Reich	Ph.D.	1996
<i>Incentives, Institutions, Governance</i>				
Sally Woodhouse	Economics	Clair Brown	Ph.D.	1998
<i>Work and Family Structures and Their Impact on Children</i>				



Mark Glickman, a Ph.D. student in Economics, receives an IIR t-shirt at Clair Brown's farewell party.

# PUBLICATIONS

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David Levine

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## **David Levine and Jeffrey Perloff, Co-Editors** **Frozan Wahaj, Editorial Assistant**

*Industrial Relations*, the Institute's academic journal, is in its 36th year of publication. With four issues a year, *Industrial Relations* offers a valuable international perspective on current topics in industrial relations and labor economics. Each issue includes research articles and a recent publications listing. Forthcoming issues include a symposium of articles that attempt to replicate the analyses in "The Bell Curve." IR has started a special feature with updates on data sources for researchers, a second feature listing Internet sites that will be of interest to many readers, and a final feature of regional reviews covering industrial relations around the globe.

The editors are supported by an outstanding Board of Reviewers, as well as over 800 referees from academic institutions in the United States and abroad, whose expertise and diligence are very much appreciated.

### **July 1996**

Symposium: What Works at Work

"What Works at Work: Overview and Assessment," Casey Ichniowski, Thomas A. Kochan, David Levine, Craig Olson, and George Strauss

"Human Resource Innovations in the U.S. Apparel Industry," John T. Dunlop and David Weil

"The Performance Effects of Modular Production in the Apparel Industry," Peter Berg, Eileen Applebaum, Thomas Bailey, and Arne L. Kalleberg

"Participative Bureaucracy and Productivity in Batch Process Settings," Maryellen Kelley

"High Performance Work Systems and Firm Performance: Cross-Sectional Versus Panel Results," Mark Huselid and Brian E. Becker

"The Adoption of High Involvement Work Practices," Frits Pil and John-Paul Macduffie

### **October 1996**

"Gender Differences in Promotions and Wages," Joni Hersch and W. Kip Viscusi

"The Role of Sector-Specific Skills in Post-Displacement Earnings," Lori G. Kletzer

Training and the Growth of Wage Inequality, Jill Constantine and David Neumark

"How Different are Human Resource Practices in Japanese Transplants in the U.K.?" Stephen Wood

"Workplace Transformation and the Disposable Workplace: Employee Involvement in Australia," Robert Drago

"Effects of Employment Outcomes on Changes to Policy Covering Police," Susan Schwochau

"Unions and Police Productivity: An Econometric Investigation," Dennis Byrne, Hashem Dezhbakhsh and Randall King

"Job Security Provisions and Employment: Revised Estimates," John T. Addison and Jean-Luc Grosse

"The Role of Arbitrator Uncertainty in Negotiation Impasses," Linda C. Babcock and Lowell J. Taylor

### ***January 1997***

"Works Councils and Unionization: Lessons from South Korea," Morris M. Kleiner and Young-Myon Lee

"Two Routes to Team Production: Saturn and Chrysler Compared," Harley Shaiken, Steven Lopez, and Isaac Mankita

"Long-Term Disabilities and College Education," Wallace Hendricks, Chrisann Schiro-Geist, and Emir Broadbent

"Gender and Job Search in Developing Country Labor Markets," Bradford F. Mills

"Pensions and Training," Stuart Dorsey and David A. Macpherson

"Institutional and Market Determinants of Wage Spillovers: Evidence from UAW Pattern Bargaining," John W. Budd

### ***April 1997***

"From the 'Drive System' to the 'Capital-Labor Accord': Econometric Tests for the Transition between Productivity Regimes," David M. Gordon

"Testing for a Structural Change in U.S. Wage Determination," John W. Budd And Yongjin Nho

"Managerial Intentions and Wage Determination in the Canadian Petroleum Industry," Daphne Gottlieb Taras

"Whither Strategic Choice: Do Managerial IR Ideologies Matter?" John Godard

"The Nature and the Determinants of Labor Market Transitions in Former Socialist Economies: Evidence from Bulgaria," Derek C. Jones and Takao Kato

"Transitions from Career Jobs to Retirement in Japan," Robert L. Clark and Naohiro Ogawa

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