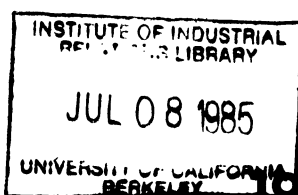


The
Institute of Industrial Relations.
University of California,
Berkeley).

IIR

**A Report on:
Research
Training
Community Activities
1983-1984**



REPORT ON

RESEARCH • TRAINING

and

COMMUNITY ACTIVITIES

1983-1984

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CHARLES GULICK

1896 - 1984

This Annual Report is dedicated to the memory of Charles Gulick. An Emeritus Professor of Economics, Charles was a staunch friend of the Institute as well as an eminent teacher and scholar.

In the years before his retirement he trained a notable generation of labor economists. His research was concerned with industrial socialism and the Austrian labor movement, as well as industrial organization—subjects to which he made important contributions. His book *Austria: From the Habsburgs to Hitler* is a landmark and won him highest citations from the government of Austria.

Long after he retired, he and his wife, Esther, continued to attend Institute affairs. His home and office were ever open to graduate students and, in large number, generation after generation, they availed themselves of his hospitality and friendship.

We shall miss him.

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ABOUT THE INSTITUTE

The Institute of Industrial Relations at Berkeley was established by Legislative mandate in 1945, as was its sister Institute at Los Angeles. Following this mandate it engages in research, graduate training, and community service.

The twenty-six faculty members currently associated with the Institute represent eight departments: Business Administration, Economics, Education, History, Law, Political Science, Psychology and Sociology. Faculty members receive support from the Institute in the form of contract administration, provision of graduate research assistants, office space, and typing. Individual faculty members engage in research of their own choosing; however the close association of faculty from various disciplines facilitates cross-fertilization and the development of interdisciplinary teams.

During 1983-84 the Institute provided research training for 25 students who were assigned to individual faculty and staff members as graduate research assistants. Limited office space (two or more students to an office) is provided these students. While the Institute itself does not offer credit courses (this is the function of regular academic departments), its two conference rooms are heavily used for formal and informal instruction. During 1983-84 eight regular University advanced classes and seminars (five in Economics and three in Business Administration) were held on Institute premises. Informal contacts among students from various disciplines, their ready access to faculty, and the easy availability of the Institute library all help make the Institute a favorable learning environment.

Aside from faculty research and graduate student training, the Institute engages in four community service programs.

First, there is the **Center for Labor Research and Education**, established after extensive consultation with the California labor movement. The Center provides nonadversarial training for a cross-section of unions. In recent years it has also engaged in an ambitious program of publishing books, pamphlets and bulletins on subjects of concern to the labor movement. Fees to cover costs are charged for the vast majority of Labor Center classes.

The **Labor Occupational Health Program** is a unit within the Labor Center. Originally financed by the Ford Foundation, it now receives funding from the Northern California Occupational Health Center. LOHP engages in research, offers classes and training programs, and publishes a newsletter as well as a variety of specialized bulletins. Although LOHP's work is focused primarily on the needs of workers and the labor community, it also provides service to management and the general public.

The **Center for Human Resources Programs** is a counterpart of the Labor Center. It offers nonadversarial workshops and seminars for members of the management community. These deal with such subjects as collective bargaining, discipline, and labor law which typically are from one to five days in length. The Center also sponsors the student chapter of the Northern California Human Resources Council.

A third unit is the **California Public Employee Relations Program**. CPER publishes a quarterly journal, itself called *California Public Employee Relations*, as well as periodic monographs and bulletins. Together these provide an authoritative source of information on

developments in California public sector labor relations. CPER is financed largely through subscriptions to its services and through a special legislative appropriation.

Finally, the Institute's **Library** collects books, journals, and government publications dealing with specialized industrial relations topics. It may be the foremost library of this sort on the West Coast.

The Institute publishes four periodicals. Besides *California Public Employee Relations*, these are our refereed academic journal, *Industrial Relations*, which circulates throughout the world; *The Monitor*, on occupational health hazards, published by LOHP; and the *Labor Center Reporter* which consists of labor-oriented articles written by staff members, graduate students, and occasionally by practitioners.

FROM THE DIRECTOR

The last few years have seen dramatic changes in American labor relations. Among these have been the rapid decline in the percentage of American workers who are unionized; plant shutdowns and high levels of unemployment, especially in "smokestack" industries (in California as well as in the mid-West); concession bargaining; the upsetting of traditional wage relationships; and growing concern over health care and pension benefits as the costs of these steadily mount. On the other hand, as older manufacturing industries decline, employment in high technology "Silicon Valley" firms has grown, as it has in service industries generally. Hundreds of thousands of workers are being forced to move from high paying jobs with unionized firms to lower paid jobs with nonunion firms.

Responding to a better educated workforce and a more complex technology, managements have been experimenting with new forms of organization which allow greater individual and group participation in making decisions. The lines between supervisors and employees and between unions and management have begun to blur. In some companies joint committees of workers and managers plan production while union representatives sit on boards of directors. As a result of concession bargaining and favorable tax treatment, workers now have extensive stockholdings in a growing number of companies. Job redesign, quality circles, flextime, and "open systems" career ladders are among the innovations permitting workers greater freedom and self-determination. Some of these have been introduced to keep unions out, others have been developed with strong union support.

These changes are not confined to the United States. Manufacturing employment is dropping throughout the developed world. Union membership is declining proportionately faster in Britain than in the U.S. (although from higher levels). Nevertheless the patterns elsewhere are sufficiently different to permit instructive comparisons.

Many of the Institute's activities last year focused on these developments. A few examples are presented below (for more extensive description, see the pages which follow).

- The Winter issue of our journal, *Industrial Relations*, carried a symposium on "The Future of Industrial Relations," consisting of papers arising out of an October 1982 conference which brought to Berkeley twenty-seven leading scholars from throughout the country to discuss the long-run implications of recently bargained concession contracts. The 1982 conference, however, could do little more than speculate, since the critical events had just occurred. By now, however, considerable hard research as to their impact has accumulated. As part of a continuing effort to reassess our field, the Institute announced a second conference, to be held in February 1985, with papers to be selected on a competitive basis. A total of 117 proposals were submitted, with the list of authors including a high percentage of the country's active researchers. From these nine were selected for conference discussion. Among the participants in this by-invitation-only conference will be a number of leading labor and management practitioners.

- Our 1984 public conference, "Crisis in Labor Relations: Management Challenge and Union Response," dealt with this same issue. Among the speakers were William Winpisinger, President of the International Association of Machinists, Peter Thigpen, President, Levi Strauss, USA, and James Hodgson, former Secretary of Labor and former Ambassador to Japan. Afternoon sessions heard panel discussions of such topics as Health Care Containment and Comparable Worth.

■ William Dickens, Jonathan Leonard, and Lloyd Ulman have under way a series of projects examining recent union membership decline, looking particularly at such factors as wage differentials and the changes in the occupational and demographic makeup of the workforce. The erosion in union strength has been commonly blamed on the decline in manufacturing employment, but clearly much more is involved. While Dickens, Leonard and Ulman have been concerned with numbers of union *members*, John Freeman and Glenn Carroll have been studying *numbers* of unions. Making use of a new field in sociology, the population ecology of organizations, they have been seeking to discover general laws explaining the birth and death of organizations—in this case testing their theories against unions. Finally, Charles O'Reilly, an organizational psychologist, is continuing his long-run studies of the factors leading professionals to join unions.

■ Silicon Valley represents a sharp contrast to smokestack America. Whether or not it will provide a model for the future of American industrial relations, it offers fascinating opportunities for research. O'Reilly is examining the changing role of the human resource function in Bay Area companies, with a special emphasis on high technology firms. His research is based on intensive interviews with key human resources executives. Popular writers have argued that successful firms (including a considerable number of Silicon Valley firms) enjoy distinctive "corporate cultures." O'Reilly has been examining this concept and testing it empirically in high technology firms.

O'Reilly's studies are concerned chiefly with relatively well-paid managerial and professional personnel; Silicon Valley firms also employ large numbers of unskilled workers, many of whom are women or members of ethnic minorities. Michael Wiseman has been studying this group from the perspective of a labor economist. Meanwhile, John Freeman has been examining the process of birth, growth, decline, and death of semiconductor firms, using much the same analytical and theoretical tools that he has been applying to unions.

■ The experience of other countries is relevant for the U.S. In separate but somewhat overlapping studies Lloyd Ulman and Harold Wilensky have been engaged in long-run comparative studies in major countries throughout the world, the first examining incomes policy, and the second social security. Both have been concerned with the respective roles of unions, collective bargaining, and the state. David Collier has also been dealing with the state-union issue, but from the special perspective of developing economics in Latin America.

Wilensky received a \$50,000 grant from the Ford Foundation in summer 1984 for a study of "Tax and Spend: The Political Economy of Welfare in International Perspective." At the same time, Michael Burowoy was awarded \$97,300 by the National Science Foundation to enable him to continue his research on "Factory Organization in Eastern Europe." Burowoy, a sociologist, drew on his earlier training as a machinist during the summer of 1984 while working in a Hungarian machine shop.

■ Our Labor and Management Centers together conducted an innovative joint training program on collective bargaining and grievance handling for BART's management and its five unions. Beginning with a three-day joint session for the top leadership on both sides, the program progressed on a step-by-step basis through the middle and lower levels of management and the union. By June, after roughly sixty days of classes, practically every BART steward and foreman had participated in the program.

■ In 1974, when we started our Labor Occupational Health Program (LOHP) with Ford Foundation support, we were practically the first such university program in the country. Later, as our Ford funds began to expire, we received grants from the federal Occupational Safety and Health Administration, as did a number of other major universities. The last few years, however, have seen the almost complete elimination of OSHA support in this area. Many other university programs have been dissolved. Ours, we are pleased to say, appears at last to have a reasonably secure future as well as increasingly close links to the School of Public Health at Berkeley and the Schools of Medicine at San Francisco and Davis. Among its most significant activities has been a continuing education program for professional occupational health specialists.

* * *

The Institute continues to expand its publication activities. Aside from our four periodicals and our academic reprints, we have been putting out an increasing number of pamphlets, booklets, slides, and even two movies—all directed to practitioners. Our latest innovation is a series of short, simply written, pocket-sized pamphlets for use chiefly by union stewards. The first two of these deal with the procedural rights of public and private sector employees, respectively, when these employees are charged with wrong-doing by their employers. Both were written by Steve Diamond. The private-sector pamphlet, "*Hey, the Boss Just Called Me Into The Office....*" *The Weingarten Decision and the Right to Representation on the Job* has sold over 17,000 copies in its first four months, including orders from both employers and unions. The pamphlets' low cost, simple format, and practical application have all contributed to their appeal. In progress is a somewhat larger handbook on California labor law, also in simple language, and also addressed to the worker in the shop.

Students have been involved in a wide variety of Institute activities. To take two examples: the student group, under the sponsorship of our Center for Human Resources Programs has run an active program of seven speakers; 22 of the 28 1983-84 issues of our *Labor Center Reporter* were written by graduate students affiliated with the Institute.

Organizationally one of our major objectives last year has been to broaden our community contacts and to spread the Institute's administrative responsibilities over a wider range of faculty and staff members. Towards the first end we have established a Management Advisory Committee, including a broad cross-section of Bay Area employers. This committee, which joins our already existing Labor Center and Labor Occupational Health Advisory Committees (see inside front cover for a listing of committee members), has already held two lengthy meetings.

Our annual public conference and our forthcoming conference on the Future of Industrial Relations are both the product of extensive faculty collaboration. Among the most active collaborators have been Professors David Brody, Clair Brown, William Dickens, David Feller, Joseph Garbarino, Jonathan Leonard, Lloyd Ulman, and Harold Wilensky. Meanwhile, our journal's editorial functions have also been decentralized, with associate editors, each in charge of a separate field, taking over important parts of the work previously handled by our editor.

For the Institute this has been the year of the computer. On the basis of a lengthy report of potential computer needs, prepared by a committee headed by John Freeman, the Institute has purchased two IBM PCs, a laser printer, and a conventional printer. Although these will be used chiefly for our various publications, our graduate students have found them of value for data manipulation and bibliography preparation. Beginning with its Spring 1985 issue, our academic journal *Industrial Relations* will be completely computer-set. The savings from this in our first eighteen months should pay for most, if not all, of our complete computer investment.

George Strauss, Director

FACULTY RESEARCH

Collective Bargaining, Unions, and Public Policy

Lloyd Ulman (Economics) has begun work on a new research project, which will compare the approaches taken by American and European union movements and employers to the adverse circumstances, both economic and political, which they have been confronting in the 1980s. This work also attempts to assess the impact of American and European political differences on the development of industrial relations. Ultimately, one of the questions to be addressed will be whether or not the organizational decline of American unionism in the postwar period suggests that European countries may witness a comparable phenomenon. In addition, the macro economic implications of divergent movements in collective bargaining will be explored. A preliminary working paper has resulted from research to date.

A second project considers the role of formal union collective bargaining structures in various contemporary corporatist experiments. In particular, the emphasis placed on structural centralization will be re-examined. This work will be done jointly with David Soskice of University College, Oxford, and Michael Shalev of Hebrew University, Jerusalem.

A third project consists of an attempt to relate union membership and nonmembership to the wages of nonunion workers relative to current or recent past employment alternatives. The hypothesis here is that if workers seek to "satisfice" rather than to maximize their incomes they may be content with nonunion wages which are high relative to those in their respective "orbits of comparison" and, as a result, may not aggressively seek to raise their wages to union levels by incurring the risks and costs of organization. This work is in an exploratory stage and will be done jointly with William Dickens (Economics) and Stephen McMullin, graduate student in Economics.

Charles O'Reilly (Business Administration) has been working on collective bargaining among nurses, based on earlier research on how professional workers who are union members make the decision to strike. O'Reilly, with a colleague in the School of Public Health, has collected additional data from several groups of registered nurses who have engaged in strikes and has been studying the process by which professionals decide to join a bargaining unit and perhaps frequently decide to strike. He has also been examining the growing trend in union decertification elections.

William Dickens (Economics) and **Jonathan Leonard** (Business Administration) have been working on the causes of the decline in the percent of the work force organized by unions. They are currently attempting to determine the extent to which the decline can be attributed to changes in the industrial, geographic, occupational, and gender composition of the work force, taking into account the interrelationship of these factors.

Michael Burawoy (Sociology) is studying the nature of industrial relations in Hungarian factories where he has been working as a machine operator. The underlying questions behind this research are: first, how is it that working class mobilizations which challenge the existing political orders are more likely to occur on state socialist rather than advanced capitalist countries? Second, how can one explain the very disparate development of working class movements in different state socialist societies, in particular Poland and Hungary?

David Collier (Political Science) has been conducting research on the evolving interaction among trade unions, political parties, and the state in eight Latin American countries. This research is nearing completion and two important findings may be summarized here. First, Collier has been able to demonstrate a much tighter "patterning" than he had expected between the ways in which the most important initial state-party-labor coalitions were forged earlier in this century and the nature of a larger set of changes that may be referred to as the "transformation of the oligarchic state." He has thus been able to present a much more unified picture of the evolution of political coalitions in 20th century Latin America than has been available in the literature.

Second, from the perspective of this interpretation of coalitions, the research provides new insights into the ways in which countries that are in certain formal ways very different in the character of their party system (e.g., Brazil and Chile, and Peru and Argentina) in fact function in more similar ways in terms of how the party system interacts with policy dilemmas such as those involved in the implementation of economic stabilization programs. Given the centrality of such programs in the context of the current American debt crisis, this insight is of considerable importance in interpreting contemporary politics in these countries.

David E. Feller (Law) continues to serve as the neutral co-chairman of a special committee of the American Bar Association Section dealing with the duty of fair representation. Two decisions by the Supreme Court in 1983 have, however, somewhat changed the interests of the labor and management representatives on the committee and in the Section so that agreement has not been reached on the draft's report and recommended legislation which he has prepared. He continues to collect and analyze the cases being decided in this area but publication of the article expanding the draft report will be delayed in the hope that agreement with the American Bar Association can be reached.

Feller has continued work on a comparative study of the California statutes which require that different public agencies with the state meet to "bargain," "negotiate," "confer," "consult," or "discuss," wages, hours and conditions of employment with representatives of their employees. The nature of the duties so imposed, and the differences between them are currently the subject of considerable litigation before the Public Employee Relations Board and in the courts. This project involves a detailed study of the evolution of the various statutes and the implications to be drawn therefrom and an analysis of the PERB and court decisions construing them.

John Freeman (Business Administration) is engaged in a study on organizational ecology of national labor unions, which has been on-going for several years both at Berkeley and Stanford and has been supported by grants from the National Science Foundation. The purpose of the study is to explain rates of disbandment and merger among labor unions over the past century. The first papers coming out of the study focus on age-dependence in union mortality rates—sometimes called the "liability of newness." As one might expect, there are substantial differences in this age-dependence depending on whether one is looking at disbandments or mergers, and depending somewhat on the affiliation (or lack thereof) of the union at time of birth.

Glenn Carroll (Business Administration) has completed a major study on the effects of labor factors on the historical development of the newspaper industry in the San Francisco Bay Area. Together with business administration graduate student Paul Huo, he was able to examine the effects of union wages, the size of skilled labor pools, strikes by workers and collective violence by laborers on the founding rates, death rates, and performance of newspaper organizations in the Bay Area from 1800-1975.

Carroll has begun an empirical study of the Knights of Labor Assemblies using data available from the Interuniversity Consortium for Political and Social Research. He and Huo are analyzing the longevities of the local assemblies and relating these to the characteristics of the local environments in which they exist.

During 1984-85, Glenn Carroll will be in Berlin at the Max-Planck-Institut für Bildungsforschung. His main research project there, however, will be a major empirical study of the career life histories of individuals. He intends to examine the effects of personal, organizational, and industry characteristics on the time paths of careers and attainment.

George Strauss (Business Administration) has been working with Peter Feuille of the University of Illinois on a textbook dealing with industrial relations in America. This book seeks to reflect the rapidly changing nature of industrial relations in the real world as well as recent scholarly findings. For example, their history section makes use of the "new labor history," especially research dealing with shop floor behavior and the development of management control systems, such as the internal market. The section on union organizing applies contemporary research findings on why workers join unions to the present difficult organizing environment. Concession bargaining is described and explained, and an assessment is made of its likely long-run impact. An effort is made to integrate bargaining theory (as developed by psychologists, economists, and Walton and McKersie) with bargaining practice. Finally the book ends with an attempt to explain "American exceptionalism"—why labor relations in America are so different from those in other countries.

Strauss also continues his interest in workers' participation in management and its relationship to collective bargaining, as well as in comparative international labor relations.

Manpower, Employment, and Welfare Programs

Welfare and Income Maintenance

Clair Brown (Economics) continues her research on the consumption and work patterns of families headed by laborers, semi-skilled, and skilled wage earners, and salaried workers from 1918 to 1980. She is measuring the impact of emulation and innovation on work decisions, especially by the wife, across classes as well as within a class, in order to see how economic growth has affected the material well-being of families at different places on the economic ladder. She is also developing measures of the standard of living, which include components for subsistence, style, and status.

Harold L. Wilensky (Political Science) continues his comparative study of the welfare state, which emphasizes the sources, substance, and effects of public consumption expenditures in 19 rich democracies. He has been analyzing (1) the politics of taxing and spending with special attention to explanations of "tax-welfare backlash," and (2) the impact of social spending on real welfare, with a focus on the alleged tradeoffs between social security, job protection, and participatory democracy, on the one hand, and capital investment, productivity, and economic growth, on the other. Tom Janoski, graduate student in sociology, is working with Wilensky on active labor market policies (job creation, job training and retraining, and mobility incentive) in West Germany and the United States.

Labor Market Behavior

Michael Wiseman (Economics) together with **Lupe Friez**, graduate student in economics, continued their research on employment of low-skilled labor in high-tech industry. The objective of the project is to gather information on future demand for low-skilled minority employment in microelectronic fabrication in the Silicon Valley. Wiseman and Friez have been given access to employment records for a large electronics firm located in the valley; the past year has been devoted to encoding information on hiring, termination, and job progression experience for these workers, many of whom are members of minority groups. As is generally true in the industry, production processes in the firm under study are undergoing dramatic restructuring as a result of the introduction of robots and extensive computer control. The consequences for current and prospective minority employment are uncertain.

William Dickens has continued his work on occupational safety and health by writing a paper on the policy implications of psychological models of worker behavior in choosing jobs. He also recently completed work on a study of differences between risk premiums in union and nonunion wages.

In addition, Dickens and **Kevin Lang** of U.C. Irvine have developed a test of the labor market segmentation hypothesis which does not rely on an a priori classification of workers into labor market segments. Finally, Dickens is working on two projects to develop new estimation techniques for use with grouped data.

David Stern (Education) has been conducting three related studies of high school students' preparation for work. One study involves analyzing vocational education in California public high schools in order to identify characteristics of relatively successful programs and suggest how the money and time spent on vocational education can be used more effectively. The second study examines data on high school dropouts in California (from the National High School and Beyond survey). The purpose is to suggest what schools can do to retain more students and prepare them for further education and work.

A third study analyzes data from the National Longitudinal Survey of Youth, to determine whether qualitative characteristics of jobs held by high school students are associated with differences in early labor market experience.

Michael Reich (Economics) is conducting research in three labor-related areas. First, he is examining trends in racial income inequality by metropolitan area from 1970 to 1980 and white gains and losses from racial income inequality in 1980. The techniques used to obtain data by race in the 1980 census differed significantly from that of previous decennial censuses; consequently, a substantial portion of the effort on this project has focused on the development of a consistent time series that will permit intercensal comparisons. Preliminary results indicate that income of nonwhites fell sharply relative to white income in most metropolitan areas between 1970 and 1980.

Reich's second labor-related project concerns long-term trends in the proportion of wage and salary workers in the labor force. He has developed new estimates of the self-employed percentage of the labor force over the past two hundred years, including disaggregated estimates for the farm, nonfarm, and nonfarm business sectors and for the professional occupations.

Finally, Reich is continuing to collect comparative data on labor market segmentation over the business cycle in Western Europe and the United States.

Jonathan Leonard (Business Administration) has been pursuing his comprehensive research program into the causes and effects of the changing demographics of the American workplace. His papers have analyzed the strengths and weaknesses of the current affirmative action programs in promoting minority and female employment, as well as demonstrating the independent role played by Title VII litigation and the impact on productivity of demographic changes and regulation. Other work has shown the value of affirmative action goals and timetables and the role of unions in equal employment opportunity.

Leonard has begun studies of the sources of employment growth and of the role of structural changes in explaining unemployment.

Organizational Behavior

Sheldon Zedeck (Psychology) continued his research in the area of performance appraisal. A laboratory study found that evaluators who focused on gross units of behavior had less recall of observed behavior and performance than did those who focused on fine units of behavior. Results are explained by cognitive processing mechanisms.

In addition, Zedeck began research on the use of samples and simulations of work as a means by which to evaluate employees in a standardized and controlled setting. Specifically, management assessment center exercises were used for the purpose of providing developmental performance feedback.

Karlene Roberts (Business Administration) is organizing a multidisciplinary project on error free management of complex systems. This project will study management in systems characterized by the potential for catastrophic error. The objective is to gain a better understanding of how complex systems can be designed and managed to insure error free operation. Participants in the project include personnel from the U.S. Navy, Pacific Gas and Electric Company, the Federal Aviation Association, as well as academicians from Berkeley and other university campuses.

David Brody (History, U.C. Davis) has devoted much of his Guggenheim Fellowship year to a study of work and leisure in America. His interest is in how the use of time—the division between work and leisure—has evolved from the onset of industrialism to the present time. He has completed a draft of the first section of a projected book on the subject, in which he argues that time was absent from the employment bargain in the artisanal economy and became specified in terms of hours only slowly during early American industrialism. He also completed work on his section (1877-1914) of a jointly authored textbook in American history that seeks to incorporate the newer scholarship into the survey coverage of the field.

Michael Burawoy is comparing managerial strategies with union and worker responses in two plant shutdowns in the Bay Area.

Raymond E. Miles (Business Administration) continued his work in basic organization design and organization strategy. He was invited again to participate in the Organization Theory Doctoral Consortium for the Academy of Management in August 1983, where he also appeared on panels focused on strategy research. He was also the keynote speaker at the 25th anniversary meeting of the Western Academy of Management in Vancouver, April 1984.

Barry M. Staw (BusinessAdministration) has been working on several empirical research projects. One project has examined the effect of stable individual differences on job attitudes from a large national survey data base. A second project has investigated the antecedents of commitment to bank loans, studying the situational factors associated with successful and unsuccessful loan workouts. A third project, now in its initial stages, will examine corporations which have discontinued losing ventures, with hypotheses being tested about why commitment was broken in these contexts but not in other losing situations.

For the past year, **Charles O'Reilly** has continued his investigation of corporate culture, top management philosophy, and personnel policies and practices in Silicon Valley firms. Comparative data have been collected from eight microelectronic firms, including survey data from a stratified random sample of employees at each firm. In addition, an extensive, in-depth investigation involving interviews with over 60 employees has been completed at one of the firms. Preliminary results of this study have been presented at the National Academy of Management meetings.

George Strauss is beginning an historical account of the field of Organizational Behavior, starting with Frederick W. Taylor and continuing through approximately 1970. His account will emphasize how the development of this field has been influenced by trends and fashions in both academia and the real world.

FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1983-1984

The following is a partial list of publications and professional activities of faculty members and community services personnel.

Robin Baker (IIR)

Publications

"Double Exposure: Women's Health Hazards on the Job and at Home," Chapter 1 in *The Clean Light Image of the Electronics Industry: Miracle or Mirage* (New York: Monthly Review Press, 1984).

Health Educator's Health and Safety Manual (IIR Labor Occupational Health Program, 1984).

Professional Activities

Presentations:

Firefighter Health and Safety Training, U.C. Berkeley, August 9-11, 1983.

Annual Health and Safety Training Institute, U.C. Berkeley, September 12-16, 1983.

Women-in-the-Workforce Conference, Asilomar, September 28-30, 1983, sponsored by the California Labor Federation, AFL-CIO.

SEIU Annual Statewide Women's Conference, Sacramento, October 9, 1983.

"The Role of the Occupational Health Professional in Worker Education," U.C. Berkeley, December 8, 1983, sponsored by the Northern California Occupational Health Center.

Adjunct Lecturer, School of Public Health, U.C. Berkeley, Spring 1983.

Bay Area Transit Workers Health and Safety Conference, San Francisco, December 2, 1983, sponsored by the Bay Area Transit Unions Council.

Consultant to the Assembly Labor Committee, California Legislature, on health impacts of new technologies/video display terminals.

Member: American Public Health Association; University and College Labor Educators Association, Professional Council; Coalition of Labor Union Women; Santa Clara Center for Occupational Safety and Health (Governing Board); Bay Area Committee for Occupational Safety and Health (Steering Committee); Working Women 9 to 5, Los Angeles (Health and Safety Project Advisory Committee); Child Care Employee Project (Advisory Committee).

Bonnie G. Bogue (IIR)

Publications

- "An Analysis of 1981-83 Strikes in California's Public Sector" (with Clara Stern), *CPER* No. 60 (March 1984), 9-16.
- "Healdsburg and San Mateo: The Final Chapter," *CPER* No. 60 (March 1984), 28-33.
- "State Merit System vs. Bargaining: First Bout Goes to Bargaining," *CPER* No. 61 (June 1984), 21-26.

Professional Activities

- Lectured on "Legal Framework for Public Employee Labor Relations in California," IIR Institute on "Managing Your Labor Relations," September 25-30, 1983.
- Lectured on "Legal Frameworks for Public Transit Labor Relations in California," IIR training program for Bay Area Rapid Transit District, January 1984.
- Panel presentation on "Public Employee Strikes: Arguably Protected Activity?" Employer-Employee Relations Conference, University of California, Davis, February 2, 1984.
- Panel moderator, "Impasse and Strikes: Rights, Obligations and Realities in 1984," IIR Conference on "Crisis in Labor Relations: Management Challenge—Union Response," San Francisco, May 1984.
- Participated in Annual Conference of Society for Professionals in Impasse Resolution, October 5-7, 1983.
- Appointed, American Bar Association Committee on State and Local Government Bargaining, 1983-84, and contributor to Committee Annual Report.
- Member, Advisory Committee to the Public Employment Relations Board; State Bar of California and its Labor Law Section; American Bar Association and its Labor and Employment Law Section; Society for Professionals in Dispute Resolution; American Arbitration Association; Industrial Relations Research Association; California Women Lawyers.

David Brody (History, U.C. Davis)

Publications

- "The Social Documentary as History." *Labor History* 24 (Summer 1983), 394-97.
- "Radicalism and the American Labor Movement: From Party History to Social History," *Political Power and Social Theory* 4 (1984) 255-62.

Professional Activities

Delivered paper on "Labor in the American Political System" at a conference at the Institute of World Labor Movement, Moscow, USSR, November 1983.

Delivered keynote speech on American labor politics at the Sunbelt Labor Conference in Arlington, Texas, March 1984.

Delivered paper on "Work-Time During Early American Industrialism" at a conference on German and American labor history, sponsored by the VW Foundation, Johns Hopkins University, April 1984.

Chief historical consultant for Made in America TV series (first drama, "The Killing Floor" was aired on public television in April 1984.

Co-editor, Working Class in American History Series, University of Illinois Press.

Visiting Professor at the University of Sydney, June-December 1984.

Member, Editorial Board, *Labor History*.

Clair Brown (Economics)

Publications

"Separate and Unequal," Symposium on Beyond the Backlash, *Feminist Issues*, Vol. 3, No. 1, Spring 1983.

"An Institutional Model of Wives' Work Decisions," Working Paper Series of the U.C. Women's Center.

Professional Activities

Chaired panel at Conference on Structural Transformation, Rutgers State University, November 1983.

Served on Nominating Committee, American Economic Association.

Served on Coordinating Council, Women's Economic Agenda Project.

Presented paper on "The Goal of Full Employment" at conference on Growth Pairs, U.C. Berkeley, February 1984.

Michael Burawoy (Sociology)

Publications

"The Resurgence of Marxism in American Sociology," introduction to *Marxist Inquiries: Studies of Labor, Class and States* (Chicago: University of Chicago Press), supplement to the *American Journal of Sociology* edited by Michael Burawoy and Theda Skocpol.

"Between the Labor Process and the State: The Changing Face of Factory Regimes Under Advanced Capitalism," *American Sociological Review*, Vol. 48, October 1983.

Professional Activities

Participated in Colloquia at Internationales Institut fur Vergleichende Gesellschaftsforschung, Berlin (1983), and Duke University (1983).

David Collier (Political Science)

Professional Activities

Presented paper on "Observations on Populism and State Autonomy in Latin America" at 1983 Annual Meeting of the American Political Science Association.

Presented co-authored paper on "Unions, Parties, and Regimes in Latin America: An Introduction" at the Rutgers University Political Science/Political Economy Workshop, March 1984.

Presented co-authored paper on "Transformation of the Oligarchic State: Background to the Evolution of State-Labor Relations in Latin America" at 1984 Annual Meeting of the Western Political Science Association.

Glenn R. Carroll (Business Administration)

Publications

"Dynamic Analysis of Discrete Dependent Variables: A Didactic Essay," *Quality and Quantity: A European-American Journal of Methodology* 17 (October 1983), 425-460.

"A Stochastic Model of Organizational Mortality: Review and Reanalysis," *Social Science Research* 12 (December 1983), 303-329.

"The Liability of Newness: Age Dependence in Organizational Death Rates" (with John Freeman and Michael T. Hannan), *American Sociological Review* 48 (October 1983), 692-710.

"Dynamics of Publisher Succession in Newspaper Organizations," *Administrative Science Quarterly* 29 (March 1984), 93-1130.

William T. Dickens (Economics)

Publications

"The Effect of Company Campaigns on Certification Elections: Law and Reality Once Again," *Industrial and Labor Relations Review*, July 1983.

"Occupational Safety and Health Regulation and Economic Theory," in William Darity, ed., *Labor Economics: Modern Views*, 1984.

"Differences Between Risk Premiums in Union and Nonunion Wages and the Case for Occupational Safety Regulation," *American Economic Review*, May 1984.

David E. Feller (Law)

Professional Activities

Participant in Conference on Academic Collective Bargaining Research, "ACBIS: The Second Decade," Chicago, September 1983.

Discussant, "Collective Bargaining in Higher Education," 36th Annual Meeting of the Industrial Relations Research Association, San Francisco, December 1983.

Argued successfully in the U.S. Court of Appeals for the Ninth Circuit for reversal of a decision that a prior arbitration award precluded a suit against an employer under ERISA claiming layoff to avoid pension liability. *Amaro v. Continental Can Co.*, 724 F.2d 747 (Jan., 1984).

Panel discussant on faculty pensions, Conference on Higher Education, National Education Association, San Francisco, March 1984.

Speaker at IIR conference on "Crisis in Labor Relations: Management Challenge—Union Response," San Francisco, May 1984.

Chairman and speaker, "Arbitration Without Neutrals: Joint Committees and Boards," 37th Annual Meeting of the National Academy of Arbitrators, Chicago, May 1984.

Numerous arbitration decisions.

John Freeman (Business Administration)

Publications

"The Liability of Newness: Age Dependency in Organizational Death Rates" (with Glenn Carroll and Michael T. Hannan), *American Sociological Review* 48 (October 1983), 692-710.

"Structural Inertia and Organizational Change" (with Michael T. Hannan), *American Sociological Review* 49, 149-164.

Professional Activities

Presented paper on "Organizational Ecology" at the Polish/American Conference on Sociological Theory at the University of Chicago, November 1983.

Presented talks on "Entrepreneurship and Foundings of Semiconductor Manufacturing Firms" at the School of Business Administration, University of Wisconsin (December 1983), the University of Arizona (May 1984), and the National Science Foundation (June 1984).

Jonathan Leonard (Business Administration)

Publications

"Anti-Discrimination or Reverse Discrimination: The Impact of Changing Demographics, Title VII and Affirmative Action on Productivity," *Journal of Human Resources* (Spring 1984), 145-174.

Professional Activities

Presented papers on:

"The Profitable Decline of Discrimination," at NBER Labor Studies Conference, August 1983, U.C. Santa Barbara, November 1983, and UCLA, May 1984.

"Comments on the Spatial Mismatch Hypothesis," NBER Conference on Inner-City Black Youth Unemployment," August 1983.

"Accounting for the Decline in Union Membership," with William T. Dickens, at U.C. Berkeley, September 1983.

"The Interaction of Residential Segregation and Employment Discrimination," at U.C. Berkeley, October 1983, and Southern California Association of Governments, May 1984.

"The Enforcement of Affirmative Action," Equal Employment Advisory Committee, June 1984.

Presented testimony on "The Effect of Affirmative Action and Title VII," U.S. Congress, House Judiciary Committee, Subcommittee on Human Rights, December 16, 1983.

Consultant on "Cost-Benefit Analysis of Civil Rights Regulation," U.S. Commission on Civil Rights, August 1983.

Consultant on "Establishing Research Priorities" and on "Effective Title VII Enforcement," U.S. Equal Employment Opportunity Commission, 1983-84.

Consultant, Commission on the Economics of Disability, U.S. Department of Education, 1984.

Raymond E. Miles (Business Administration)

Publications

"Teaching Organization Theory" (with Alan D. Meyer and Charles C. Snow), in R.D. Freeman, C.L. Cooper, and S.A. Stumpf, eds., *Management Education* (John Wiley & Sons, 1982).

"The Role of Strategy in the Development of a General Theory of Organizations" (with Charles C. Snow), *Advances in Strategic Management*, 2 (1983), 231-259.

"Fit, Failure, and the Hall of Fame" (with Charles C. Snow), *California Management Review*, Spring 1984.

Patricia Quinlan (IIR)

Publications

"The VDT Coalition: A Union Approach to Automation in the Office," in *Les Effets des Conditions de Travail sur La Sante des Travailleuses*, Colloquim Proceedings, February 1984, 113-118.

Editor (with others), *Fruits of Your Labor: A Guide to Pesticide Hazards for California Fieldworkers*, IIR, 1984.

Professional Activities

Lectured on "Effective Elements of an Industrial Hygiene Monitoring Program," at Northern California Occupational Health Center Conference on "Designing Effective Accident and Illness Prevention Program," July 20 and 21, 1984.

Member: American Industrial Hygiene Association; American Conference of Government Industrial Hygienists; American Public Health Association; University and College Labor Education Association.

Michael Reich (Economics)

Publications

"The Microeconomics of Conflict and Hierarchy under Capitalist Production: A Reply to Watts," *Review of Radical Political Economics*, vol. 15, no. 2, Summer 1983.

"Labor Segmentation: Time Series Hypotheses and Evidence," *Cambridge Journal of Economics*, vol. 8, no. 1, March 1984.

Professional Activities

Invited lectures in Denmark, October 1983:

"The Segmentation of Labor: Causes and Consequences," and "Empirical Evidence on the Segmentation Hypothesis," Roskilde University Centre.

"Labor Market Segmentation Theories: An Alternative to Neoclassical Labor Market Theory," and "Connections Between Labor Market Segmentation Theories, Macrodynamic Regulation Theories and Post-Keynesian Theory," University of Copenhagen.

"The Present Stage of Labor Market Segmentation Theories," University of Aalborg.

"Empirical Tests of the Segmentation Hypothesis," Workshop of the Danish Research Programme on Crisis and Unemployment, Ministries of Labour and Education.

Karlene H. Roberts (Business Administration)

Publications

"Survey of Cross National Organizational Researchers: Their Views and Opinions" (with N. Boyacigiller), *Organizational Studies*, 1983, 4(4).

"Cross National Organizational Research: The Grasp of the Blind Men" (with N. Boyacigiller), in B.M. Staw and L.L. Cummings, eds., *Research in Organizational Behavior* (JAI Press, 1984), 5.

"A Manager's Guide to Antitrust Compliance" (with A. Beckenstein and L. Babel), *Harvard Business Review*, September-October 1983.

"Hypothesized Interdependence, Assumed Independence" (with W.H. Glick) *Academy of Management Review*, 1984, 9.

Professional Activities

Presented paper on "A Network Perspective on Organizational Communication," Invited Symposium, National Meetings of the International Communication Association, San Francisco, 1984.

Member, Board of Governors, Academy of Management, 1984-86.

Member, Committee on Courses, University of California, 1984-86.

Nanette Sand (ILR)

Professional Activities

Member, Special Libraries Association. Serves on Hospitality Committee, San Francisco Bay Region Chapter.

Representative of the Non-General Librarians on the Librarians Association of the University of California, Berkeley (LAUC-B) Executive Committee.

Chair-elect, LAUC-B Committee on Non-General Library Affairs.

Member, Committee of Industrial Relations Librarians (CIRL). Participated in the CIRL conference held at Princeton University, June 6-8, 1984.

Barry M. Staw (Business Administration)

Publications

Psychological Foundations of Organizational Behavior, Second Edition (Glenview, IL: Scott, Foresman, 1983).

Research in Organizational Behavior, Volume 6 (with L.L. Cummings) (Greenwich, CN: JAI Press, 1984).

"Motivation Research Versus the Art of Faculty Management," *The Review of Higher Education*, 6, 1983, 301-321.

"The Justification of Organizational Performance" (with P.I. McKechnie and S.M. Puffer), *Administrative Science Quarterly*, 28, 1983, 582-600.

"Organizational Behavior: A Review and Reformulation of the Field's Outcome Variables," *Annual Review of Psychology*, 35, 1984, 627-666.

David S. Stern (Education)

Publications

"Education with Production in the United States" (with Bruce Fuller and John Harter), in Botswana Gaborone, ed., *Education with Production*, Vol. 2, No. 2.

"So Long CETA, Hello JTPA," *Labor Center Reporter*, No. 108, December 1983.

"School-Based Enterprise and the Quality of Work Experience: A Study of High School Students," *Youth and Society*, June 1984.

Professional Activities

Presented paper on "Protecting Specific Human Capital in a Recession: The California Work-Sharing Unemployment Insurance Program" (with Dean Tibbs and Werner Schink) at the American Economic Association meetings, San Francisco, December 1983.

Invited lecture on "Occupational Forecasting," for members of Private Industry Councils, sponsored by California State Job Training Council, September 1983.

Member: California Senate Office of Research, Task Force on Job Training in the Community Colleges; California Department of Education, Advisory Panel on Study of High School Dropouts; Richmond Unified School District, Task Force on Education for the Year 2000.

George Strauss (Business Administration)

Publications

"Industrial Relations: Time of Change," *Industrial Relations*, vol. 32, no. 1 (Winter 1984), 1-15.

Professional Activities

Discussant, "The Role of Methodology in Industrial Relations Research," Annual Meeting of the Industrial Relations Research Association, San Francisco, December 28, 1983.

Keynote Speaker, Conference on "Crisis in Labor Relations: Management Challenge—Union Response," Berkeley, May 16, 1984.

Lloyd Ulman (Economics)

Publications

Unionism, Economic Stabilization, and Incomes Policies: European Experience (with Robert J. Flanagan and David W. Soskice) (Washington, D.C.: The Brookings Institution, 1983).

Professional Activities

Delivered paper on "Some International Cross-Currents in Labor Relations," at IBM conference, UCLA, June 12, 1984.

Consultant to Federal Reserve Board.

Harold L. Wilensky (Political Science)

Publications

"Does Government Action Reduce Economic Inequality? A Comparative Analysis," in Herman Strasser and Jurgen Kruger, eds. *Inequality and Social Policy* (1984).

Professional Activities

Presented paper on "Comparative Social Policy: Theories, Methods, Findings" (with Gregg Luebbert, Susan Hahn, and Adrienne Jamieson), at the Cross-National Policy Research Conference, Berlin Science Center, December 18-22, 1983, and coordinated the work of the conference in that area.

Discussant, panel on "The Rise and Fall of the Postwar Social Contract," Conference of Europeanists, Washington, D.C., October 13-15, 1983. Also served on Steering Committee, Council of European Studies, 1983.

Keynote address, "The Politics of Social Security," at conference on "Public Sector Pension Plans: Coping with the Current Crisis," Sacramento, January 27, 1984.

Review essay on "Who Gets What From Government?" by Benjamin I. Page, *New York Times* book review section, August 21, 1983.

Earl J. Wyman (IIR)

Professional Activities

Reelected to the Board of Directors of the Northern California Human Resources Council (NCHRC). Also is advisor to the Berkeley Student Chapter of the NCHRC.

Placed on the roster of arbitrators of the American Arbitration Association and the California Mediation and Conciliation Service.

Served as Hearing Officer for the University of California, Berkeley campus.

Sheldon Zedeck (Psychology)

Publications

“Shift Work Schedules and Their Relationship to Health, Adaptation, Satisfaction, and Turnover Intention” (with S.E. Jackson and E. Summers), *Academy of Management Journal*, 26 (1983), 297-310.

“Interviewer Validity and Reliability: An Individual Analysis Approach” (with A. Tziner and S. Middlestadt), *Personnel Psychology*, 36 (1983) 355-370.

“Open a New Window in Rational Research Planning: Adjust Alpha to Maximize Statistical Power (with W.F. Cascio), *Personnel Psychology*, 36 (1983), 517-526.

“Psychological Issues in Personnel Decisions” (with W.F. Cascio), *Annual Review of Psychology*, 35 (1984), 461-518.

Professional Activities

Presented paper on “Personnel Selection and Placement” (with W.F. Cascio), at Symposium chaired by I.L. Goldstein on Conversation With the 1984 Annual Review Authors, at the meeting of the American Psychological Association meetings, Anaheim, CA, August 1983.

Invited address on “Performance Measurement: Forms or Samples?” presented at the meeting of the International Personnel Management Association Assessment Council, Seattle, WA, May 1984.

Member of the Editorial Review Board for S. Gael, ed., *Job Analysis Handbook*, to be published by Wiley & Sons in 1985.

Member, Research Advisory Panel, Air Force Human Resources Laboratory, Brooks AFB, Texas, February 1984.

Member-at-Large, Society of Industrial and Organizational Psychology, Division 14 of the American Psychological Association (chair, 1983-84).

Advisor to the American Association of State Psychology Boards on the ETS Psychology Job Analysis Project, 1983.

CENTER FOR LABOR RESEARCH AND EDUCATION

The Labor Center's mission includes both education and applied research, and 1983-84 saw heavy activity in both areas.

Educational activities took a variety of forms from one-day programs for individual unions to large conferences attended by representatives of a number of unions. As in the past, a considerable portion of our energies were devoted to basic training in such subjects as grievance handling, stewards training, and parliamentary procedure. Nevertheless, following a recent trend, we have been spending relatively less of our time teaching basic subjects and more time organizing special conferences, developing teaching material for use by others, training trainers, and publishing pamphlets and small books designed for use by union practitioners. Thus we have increasingly become a producer or wholesaler of knowledge, rather than a retailer. This evolving role makes better use of our limited resources and considerably multiplies our impact.

Special problem conferences typically deal with new developments of particular concern to the labor movement. For example, a special conference on public sector pensions, held in Sacramento, brought together almost 200 leaders of public employee unions from throughout the state. This conference was motivated by growing questions as to the financial soundness of pension funds for public employees as well as by concern for the increase in the number of "multi-tier programs" which provide smaller pensions for new employees. Its Sacramento location made it possible to include among its speakers a variety of state legislators and officials. Similar special conferences last year dealt with topics such as "California Wage Protections," "The Impact of New Technology," and "Workers' Compensation."

An increasing portion of our time is being spent with union officials, helping them design and teach their own courses. Aided by a Ford Foundation grant nearly fifteen years ago, the Center began an integrated demonstration program of Labor Studies classes dealing with such topics as labor law and labor economics. Largely following models which the Center developed, these classes are now offered by major Bay Area community colleges. Although the Center no longer has primary responsibility for these programs, it continues to provide support for them through developing class outlines and materials. A one-day conference on problems of teaching in this area was attended by 25 labor educators.

The Center's publications are an integral part of its education program. Two major manuals written this year are now in the production process. One summarizes in layperson's language the complicated provisions of the California Labor Code, the other with costing union agreements. A new series consists of small, pocket size manuals, designed to be carried on the job. The first two of these, *Can They Just Fire Me? The Skelly Decision and California Public Employees*, and *"Hey, the Boss Just Called Me Into His Office..." The Weingarten Decision and The Right to Representation on the Job*, have been very well received.

A total of 28 issues of the Labor Center Reporter appeared during 1983-84. Written largely by graduate students and refereed by the faculty and staff, each issue deals with a topic of immediate concern, for example, "Labor and Chapter 11," "Phelps-Dodge Copper Strike: More Than a Contract at Stake," and "Whatever Happened to OSHA?"

Aside from these more traditional activities, Labor Center staff was heavily involved in the joint labor-management training program for BART and its five unions. A description of this innovative new program is included elsewhere in this Annual Report.

LABOR CENTER PROGRAMS

1983-84

Subject	Dates	Location
Women's Summer Institute, UCLEA	July 25-30, 1983	Eugene, Oregon
Leadership in Organizations, Communications Workers of America, Local 9415	July 29-30, 1983	Berkeley
Collective Bargaining, National Federation of Independent Unions	July 30, 1983	Berkeley
Western Area Leadership Conference, International Federation of Professional and Technical Engineers	August 12-14, 1983	Berkeley
Summer Institute for Union Women co-sponsored by UCLA Labor Center	August 14-19, 1983	Santa Barbara
Mini Computer Workshop	September 14-16, 1983	San Francisco
Stewards Training, International Brotherhood of Electrical Workers	September 17, 1983	Chico
Women's Conference, Communications Workers of America, District 9	September 25-27, 1983	Asilomar
Women in the Workforce, with California Federation of Labor	September 28-30, 1983	Asilomar
Techniques of Worker Education	September 27-29, 1983	Berkeley
National Labor Relations Board, co-sponsored by San Francisco City College Labor Studies Program	Fall 1983	San Francisco
Stewards Training, American Postal Workers Union	October 1 & 8, 1983	Oakland
Stewards Training, State Employees Trades Council	October 1, 1983	Berkeley
Labor Songs Workshop	October 9, 1983	Oakland
Western Regional Education Seminar, Office and Professional Employees International Union	October 15, 1983	Los Angeles
Health Care Costs Containment (follow-up)	October 17-18, 1983	Berkeley
Impact of New Technology, co-sponsored by San Francisco City College Labor Studies Program	October 22, 1983	San Francisco

The Future of Collective Bargaining	October 25, 1983	Berkeley
Leadership Training, California School Employees Association	October 29, 1983	Sacramento
Parliamentary Procedure, co-sponsored by San Francisco City College Labor Studies Program	November 9, 1984	San Francisco
Stewards Training, United Professors of California	November 12, 1983	Berkeley
Fact Finding Techniques, Communications Workers of America, Local 9421	December 1-2, 1983	Sacramento
Clerical Conference, International Brotherhood of Electrical Workers, Local 1245	December 3-4, 1983	Concord
Grievance Handling and Collective Bargaining, Bakery and Confectionary Workers Union	January 7, 1984	Sacramento
Collective Bargaining, Laborers Union, Local 304	January 7, 1984	Hayward
Stewards Training, Hotel, Restaurant—Bartenders Union, Local 2	January 10, 17, & 24, 1984	San Francisco
Stewards Training, International Molders and Allied Workers Union Local 164	January 11, 1984	Oakland
Leadership Conference, Laborers International Union	January 17, 1984	San Francisco
California Wage Protections, co-sponsored by San Francisco City College Labor Studies Program	January 20, 1984	San Francisco
Grievance Handling, Laborers International Union, Local 304	January 28, 1984	Hayward
Public Sector Pension Plans: Coping With the Current Crisis	January 26-28, 1984	Sacramento
Health and Safety, International Molders and Allied Workers, co-sponsored by the Labor Occupational Health Program	February 11, 1984	Oakland
Parliamentary Procedure, co-sponsored by San Mateo County Coalition of Labor Union Women and S.F. City College Labor Studies Program	February 18, 1984	Burlingame
Stewards Training, Laborers International Union, Local 185	February 25 & March 10, 1984	Sacramento

Leadership School, Service Employees International Union Local 390/400	Spring 1984	Oakland
BART Labor-Management Contract Administration Program	Spring 1984	Hayward
Workers Compensation in California	March 2-3, 1984	Berkeley
Collective Bargaining Seminar, Mono County Public Employees Association	March 9-10, 1984	Mammoth Lakes
Advanced Training, Labor Educators	March 19, 1984	Berkeley
Stewards Training, Service Employees International Union, Local 535	March 22, 1984	Marin County
Negotiating Techniques, Office and Professional Employees International Union	March 29-31, 1984	San Francisco
Stewards Training, Service Employees International Union, Local 22	April 5, 12, 20, & 26, 1984	Sacramento
Stewards Training, Service Employees International Union, Local 535	April 14, 1984	San Jose
Advanced Stewards Training, Service Employees International Union, Local 535	May 5, 1984	Oakland
Advanced Stewards Training, Communications Workers of America	May 7-11, 1984	Sacramento
Organizing the Unorganized	May 16-17, 1984	Berkeley
Stewards Training, Service Employees International Union, Local 707	May 16, 23 & 30, 1984	Sonoma
Union Administration, Communications Workers of America, District 9	May 22-25, 1984	Sacramento
Women in the Workforce, California Federation of Labor	June 20-23, 1984	Los Angeles

LABOR OCCUPATIONAL HEALTH PROGRAM

Established in 1974 by the Institute's Center for Labor Research and Education, the Labor Occupational Health Program (LOHP) offers workplace safety and health services to both the labor and management communities as well as to unorganized workers, health and legal professionals, students, other educational institutions, public interest groups, and the general public. Services include training sessions, conference, publications, audiovisual materials, technical assistance, policy research, and a resource library.

The passage of federal and California Occupational Safety and Health Acts in the early 1970s led to growing interest and concern regarding safety and health on the job. This concern was intensified during the 1970s by new revelations about the effects of substances such as asbestos, PCBs, and pesticides. During the 1980s, concern continues to grow as research suggests that new workplace technology may entail new health hazards in areas such as office work and electronics manufacturing. During its ten years as a component of the Labor Center, LOHP has helped fill the demand for information and assistance.

In earlier years, funding was provided by the Ford Foundation and, later, by the "New Directions" program of the U.S. Department of Labor, Occupational Safety and Health Administration. Since 1982, LOHP has been institutionalized within the University, with its primary funding provided as part of the permanent University budget of the Northern California Occupational Health Center. The Center is a joint activity of the U.C. Berkeley, Davis, and San Francisco campuses, with the purpose of providing within the University a coordinated interdisciplinary focus on health of the worker and environmental quality of the workplace.

Another important source of support is income generated both from conferences and from sales of publications and audiovisual materials.

Ongoing funding is also received from the federal government's National Institute for Occupational Safety and Health (NIOSH), which in 1982 selected the Northern California Occupational Health Center as one of its Educational Resource Centers. NIOSH funding has enabled LOHP to establish a component which sponsors and coordinates Continuing Education programs in occupational safety and health for health professionals.

LOHP's research, training, and publishing activities during 1983-84 focused on industries such as agriculture, chemical, hospitals, building trades, public employment, and white collar. Special emphasis was placed on issues such as carcinogens, indoor air pollution, video display terminals, joint labor-management health and safety committees, and workers' compensation.

LOHP's Director, Robin Baker, works closely with Labor Center Chairman Paul Chown to coordinate the program's activities. Other staff with LOHP during 1983-84 included Stephanie Cannizzo, Secretary, Gene Darling, Editorial and Administrative Assistant; Anne Maramba-Ferrell, Administrative Assistant, Lela Morris, Continuing Education Coordinator; Brenda Presley, Labor Coordinator; Patricia Quinlan, Industrial Hygienist and Associate Director; and Susan Salisbury, Librarian. In addition, Ken Light continued as the program's Media Consultant and Laura Stock worked in LOHP's office as an employee of the Video Display Terminal Coalition. Several part-time student employees also worked for LOHP during portions of the year.

LOHP also offers an internship program for a limited number of advanced students each year from fields such as Public Health, Public Policy, and Law. Student interns during 1983-84 included Deborah Dobin, Susan Ehrlich, Catherine Holt, Colleen Martin, and Glen Shor. With professional staff supervision, interns may plan conferences and training sessions, conduct policy research, or develop educational materials.

Publications, Films, and Educational Materials

Since 1974, LOHP has published a bimonthly health and safety newsletter, *Monitor*, which is distributed to nearly 3,000 unions, union members, labor editors, health and safety professionals, libraries, and others. There are subscriptions from throughout the U.S. and abroad. *Monitor* excerpts significant health and safety news items from a variety of sources, offers detailed original articles on hazards and issues, reports on LOHP activities, reviews new educational materials in the field, and advertises LOHP events, publications, and films.

Orders are received from around the world for the numerous books and pamphlets developed by LOHP over the years. Fact sheets, articles, papers, conference proceedings, and packets of reprints on specific topics are also sold.

New publications issued during 1983-84 included:

"Labor Educator's Health and Safety Manual," a 140-page looseleaf syllabus and set of lesson plans for a complete health and safety course for trade unionists.

"Everything You Ever Wanted to Know About Health and Safety," a 230-page, spiral-bound resource guide which is designed to accompany the *Labor Educator's Manual*.

"Fruits of Your Labor: A Guide to Pesticide Hazards for California Field Workers," a 200-page manual with comprehensive information on pesticides commonly used in California agriculture.

"Health and Safety Issues Commonly Faced by Farmworkers: Answers to 67 Most Frequently Asked Questions," a companion pamphlet to "Fruits of Your Labor" which deals with field hazards, workers' rights, protective measures, and union action.

Information packets on indoor air pollution, child care workers, joint labor-management health and safety committees, and carcinogens, as well as an expanded information packet on video display terminals.

In preparation are an updated edition of the occupational health bibliography contained in LOHP's book *Getting the Facts*; a guide to Cal/OSHA standards affecting hospital workers; and a pamphlet on the California "right to know" law.

LOHP also has produced, and offers for sale or rental, three documentary motion pictures and six slide-tape modules on various health and safety topics. In preparation are two additional slide-tape modules, "How Hazards Affect the Body" and "The Right to Know."

During 1983-84, LOHP inaugurated projects to develop health and safety materials, both print and audiovisual, for other organizations under contract. A pilot project is underway to

create materials for the Office of Environmental Health and Safety on the Berkeley campus. Discussions have begun which should lead to a similar arrangement with a State of California agency.

All available LOHP printed and audiovisual materials are described in the *LOHP Catalog, 1983-84*, which has been distributed widely. An updated catalog will be issued in 1985.

Conferences and Other Educational Sessions

LOHP sponsored or co-sponsored four major conferences during 1983-84:

1. "Health and Safety in the Transit Industry," co-sponsored by LOHP and the Bay Area Council of Transit Unions, was attended by 60 health and safety representatives from ten different unions on December 2-3, 1983. The conference was probably the first in North America to focus specifically on transit industry hazards, and included discussion of a major, federally funded stress and hypertension study now underway among San Francisco MUNI operators. Other topics included back problems, ergonomics, and health and safety committees.

2. "Current Developments in Workers' Compensation," co-sponsored by LOHP and the Labor Center, was the second annual conference designed to examine California compensation law and possibilities for union action to secure legislative and contractual improvements. It attracted approximately 85 workers, union leaders, and occupational health professionals on March 2-3, 1984. Participants formed two groups which will continue to work on compensation issues, one addressing the plight of the injured worker and the other working with the California Labor Federation on legislative changes.

3. "Terminal Illness: Video Display Terminals and Worker Health," co-sponsored by LOHP and the VDT Coalition, was held on the Berkeley campus on April 14, 1984. Over 200 San Francisco Bay Area VDT workers attended. Speakers addressed such issues as legislation regulating VDTs, pregnancy problems in VDT users, ergonomic considerations, the effects of VDTs on the nature of work, stress, and vision problems.

4. LOHP's annual "Intensive Training Course for Union Representatives" is planned for the week of September 10-14, 1984 at the Institute. This week-long health and safety training, offered for the fourth consecutive year, gives participating union staff, officers, and stewards both comprehensive occupational health information and exposure to training techniques which can later be used in their unions.

In addition to these four general-interest conferences, LOHP's Continuing Education component also sponsored a number of major conferences as one phase of its educational program for the professional community. These are described in the later section, "Continuing Education."

LOHP staff also offered 44 other training programs, serving more than 1,000 individuals. Training was provided to groups of white collar workers, public employees, hospital workers, building trades workers, glassworkers, molders, printers, machinists, high school students, and others. Training sessions included not only short workshops, but also longer, more intensive courses. For example, an intensive three-day course in health and safety for firefighters was offered in both Northern and Southern California in conjunction with the Federated Firefighters of California.

In addition to structured training sessions, numerous talks were given before labor, management, and professional audiences. In 1983-84, video display terminals were a topic on which these groups frequently requested speakers, and LOHP staff made many presentations on VDTs. For example, Laura Stock of LOHP and the VDT Coalition presented VDT material at a major conference on office hazards in late May 1984 at the University of Washington, Seattle, and before the Commonwealth Club Human Factors Study Group in San Francisco in June 1984.

LOHP staff also participated in organizing broader regional educational events. Robin Baker and Brenda Presley of LOHP, along with Joan Braconi and Marlene Kim of the Labor Center, were 1984 coordinators of the Third Annual Western Regional Summer Institute for Union Women, held at the U.C. Santa Cruz campus August 5-10, 1984, and sponsored by the University and College Labor Education Association (UCLEA) and the Department of Education, AFL-CIO.

Technical Assistance/Special Projects

LOHP provides technical assistance to more than 200 requestors each year. Since many of these requestors serve as representatives of unions, management, and other organized groups, the technical assistance rendered has an effect on many thousands of people.

Technical assistance includes: answering telephone and mail requests for information on specific hazards and legal rights; assisting health and safety committees in designing hazard identification questionnaires; aiding other health and safety organizations, locally and nationally, in their development of training programs and materials; conducting walkthrough inspections at worksites in order to make recommendations for hazard abatement programs; and making referrals for medical, legal, or other services.

In addition to one-time technical assistance services, LOHP continued several ongoing special projects during 1983-84. These included:

- **The VDT Coalition.** LOHP provided assistance to this group of more than 50 California labor organizations seeking protections for video display terminal operators. The Coalition utilized LOHP meeting space, office services, and professional staff advice. LOHP staff assisted in the production of the Coalition's quarterly newsletter, *Video Views*. In conjunction with the Coalition, LOHP also maintained an extensive resource library of VDT information.

A major project of the Coalition during 1983-84 was support for labor efforts to introduce and pass comprehensive California legislation regulating the working conditions of VDT operators. Assemblyman Tom Hayden (D-Santa Monica) introduced such a bill (AB 3175) in late 1983 at the request of the California Labor Federation, AFL-CIO, and other groups. LOHP staff helped VDT Coalition members prepare expert testimony for several legislative hearings on the measure. Midway through the 1984 legislative session, the bill was referred to an Assembly committee for study, but it is expected to re-emerge in some form in 1985.

- **The Indoor Air Pollution Project.** LOHP aided a group of a dozen unions in petitioning the Cal/OSHA Standards Board for a ventilation standard. The petition was accepted and an Advisory Committee has been formed. LOHP now serves as a technical resource to the Advisory Committee.

- **Transit Study.** LOHP staff supervised industrial hygiene students from the Northern California Occupational Health Center who collected data for the environmental sciences component of a major study of San Francisco MUNI operators. The federally-funded Stress and Hypertension Project is being conducted by the Center for Municipal Occupational Safety and Health at San Francisco General Hospital. Industrial hygiene students monitored such environmental factors as noise levels aboard buses, carbon monoxide exposure, etc.

LOHP continued to expand its library and audiovisual collection, both of which are open to the public. The Resource Center now contains over 2,500 books, pamphlets, and periodical titles; thousands of articles, papers, and clippings, and nearly 100 motion picture films and slide presentations. It also houses an extensive collection of materials on video display terminals which is shared with the VDT Coalition. None of these materials circulates. Another Resource Center activity is answering reference questions by telephone. During 1983-84, the Resource Center was utilized by more than 300 students, workers, union representatives, management personnel, and professionals.

Policy Research

Policy research during 1983-84 focused on three major areas:

- **Pre-Employment Screening, Periodic Biomedical Monitoring, and Discriminatory Implications of These Practices.** This research examined a growing and controversial trend among major corporate employers to perform medical tests on prospective and current employees in an attempt to detect traits which might increase these workers' susceptibility to occupational disease. The research culminated in a major conference on the topic. (See the later "Continuing Education" section.)
- **Workers' Compensation for Occupational Disease.** In addition to the conference on this topic, LOHP conducted ongoing research on the effectiveness of the current compensation system for victims of occupational illnesses.
- **The Occupational Health Professional as Worker Educator.** LOHP conducted a survey to determine the degree of preparation received by occupational health professionals for their expanding role as educators and trainers. A major research paper is expected to result from this work. LOHP's Continuing Education component also conducted a conference on this topic. (See the later "Continuing Education" section.)

Continuing Education

Since late 1982, LOHP has housed the Continuing Education component of the Northern California Occupational Health Center. This is a comprehensive program for meeting the educational needs of the professional occupational health community in Northern California. Funded by the National Institute for Occupational Safety and Health (NIOSH), a federal agency, the Continuing Education activity sponsors workshops, classes, and conferences which offer course credit to health professionals such as nurses and industrial hygienists.

In addition to courses, the Continuing Education component conducts outreach activities such as presentations to professional societies, promotional mailings, and needs assessment surveys. An Advisory/Planning Committee has been established consisting of occupational health professionals who aid in specific course development. C.E. program staff also serve on Professional Education Committees of several local voluntary associations (e.g. American Cancer Society and American Lung Association) to increase awareness of occupationally linked problems and facilitate program planning.

During 1983-84, the C.E. program offered a substantial and innovative range of courses:

1. "Pre-Employment Testing, Genetic Screening, and Medical Monitoring in the Workplace" was held November 8-9, 1983, at the Hyatt Regency Hotel in Oakland. The conference drew 60 attendees and attracted national media attention. Speakers included Sheldon Samuels, Director of Health, Safety, and the Environment for the national AFL-CIO, and Marc Lappe of the U.C. Berkeley School of Public Health.

2. "The Role of Occupational Health Professionals in Worker Education" was held December 8, 1983 at the ASUC Building on the Berkeley campus.

3. "Ergonomics: Human Factors in the Industrial Environment" drew over 50 attendees to the U.C. Extension Center in San Francisco on March 8-9, 1984. Faculty included Don B. Chaffin, Ph.D., University of Michigan, and Scott R. Bahr, M.S., Kaiser Aluminum and Chemical Corporation.

4. "Designing an Employee Education Program for the Prevention of Work-Related Respiratory Disease," held in conjunction with the American Lung Association, was offered on April 25, 1984, at the San Franciscan Hotel in San Francisco.

5. "Workers' Compensation and Legal Issues for Occupational Health and Safety Professionals" was held June 14-16, 1984 at Hotel Bellevue in San Francisco.

6. "Designing Effective Accident and Illness Prevention Programs in the Workplace," co-sponsored with the Cal/OSHA Consultation Service, was held July 20-21, 1984, at the Oakland Airport Hilton Hotel.

In addition to these courses, the Continuing Education component entered into a separate contract with NIOSH, beginning in the summer of 1984, to offer health and safety training for employees at Northern California hazardous waste sites. An initial course was offered in August of 1984, and it is expected to be repeated for various groups throughout the coming year.

CENTER FOR HUMAN RESOURCES PROGRAMS

The gradual relaxation of recession-imposed controls placed on training and development budgets by the Center's clients was reflected in improved enrollments in human resources seminars and conferences during the year. The increased participation was accompanied by the willingness of participants to travel greater distances to attend Center programs. In addition to those coming from all areas of California, enrollments were received from Alaska, Arizona, Colorado, Hawaii, Idaho, Kansas, Nevada, New Mexico, Oregon, Texas, Utah, and Washington. Perhaps understandably, the week-long program in Monterey, "Managing Your Labor Relations—With Confidence," attracted the most long distance travelers.

To assist in the qualitative and quantitative development of the Center as a leader in providing programs in human resources management, an Advisory Committee was appointed during the year. Consisting of a prominent group of Bay Area human resources experts affiliated with major organizations in both the public and private sectors, the committee has been asked to advise and assist the Center in identifying human resources training and development needs, in designing appropriate seminars and conferences to meet these needs, and to identify qualified seminar instructors and leaders. The committee met for the first time on March 12. It made two significant suggestions.

The first was that the Center should give itself a name more reflective of its activities and mission and more in keeping with trends in the public and private sectors whose training and development needs it serves. Accordingly, effective July 1, 1984, the Center for Management Programs has become the Center for Human Resources Programs.

The second recommendation of the Advisory Committee was to organize and design Center programs in groupings, or modules, that reflect both the level of experience of the participant and his/her subject area, involvement, and needs. The major modules will initially include employment and staffing, training and development, compensation and benefits, and labor relations. It is envisioned that participation in a minimum number of basic programs within any one of the modules will lead to a Human Resources Certificate.

A major training program undertaken during 1983-84 was a continuation of the BART personnel training program begun the previous year. Last year, however, the program involved both labor and management employees of BART and was conducted jointly by the labor and management centers of the Institute. Involving joint union and management training, the project was considered to be a "first" on the West Coast, and certainly a first in the public transportation industry. Participants attending one of 13 three-day sessions included top management and union personnel, middle management, union committee-persons and chief stewards, and foreworkers and stewards.

In 1984, the Center temporarily "moved" itself from Berkeley to Las Vegas, Nevada, where it made a supervisory labor relations program available for the Las Vegas Valley Water District. Forty-four of the District's first- and second-level managers attended the two-day program at the McCarran International Airport. While most of its seminars and conferences will continue to be held in the Bay Area, the Center plans to continue to take certain specialized programs to "the field," on a restricted basis, when invited to do so.

Foreign visitors to the Center included practitioners from Japan, Mauritius, Zimbabwe, India, South Africa, Nigeria, Kenya, Chad, and Morocco.

CENTER FOR HUMAN RESOURCES PROGRAMS

1983-84

Subject	Dates	Location
Basic Employment Interviewing Concepts & Skills	September 22-23, 1983	Airport Hilton Oakland
Managing Your Labor Relations... With Confidence!	September 25-30, 1983	Holiday Inn Resort Monterey
Collective Bargaining: Tactics, Techniques, & Table Manners	November 30- December 2, 1983	Cathedral Hill Hotel San Francisco
Complaints, Grievances, Work Rules and Organizational Discipline	December 8-9, 1983	Holiday Inn-Bay Bridge Emeryville
Advanced Compensation Concepts and Systems	January 18-19, 1984	Holiday Inn-Bay Bridge
Labor Relations for Foremen and Supervisors	January 25-26, 1984	Cathedral Hill Hotel
Employee Relations Skills for First Level Managers	March 14-16, 1984	Holiday Inn-Bay Bridge
Assessment Centers: Spinoffs and Innovations	March 27, 1984	Airport Hilton Oakland
Managing Your Day-to-Day Labor Relations: Labor Contract Administration	May 10-11, 1984	Holiday Inn-Bay Bridge
Wage and Salary Administration: The Fundamentals	May 10-11, 1984	Holiday Inn-Bay Bridge
Collective Bargaining: Tactics, Techniques, & Table Manners	May 21-23, 1984	Airport Hilton Oakland
In-House Training:		
Complaints, Grievances, Work Rules and Organizational Discipline	February 9-10, 1984	Presented for: Las Vegas Water District Las Vegas, Nevada
BART Labor-Management Contract Administration Program	January-June 1984	BART at their training center in Hayward

THE CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM

The CPER Program was initiated in 1969 in response to requests from management and labor representatives for Institute assistance in dealing with the problems of introducing collective bargaining to the public sector. Owing to the large number of requests and the fact that they came from different levels of government covered by different legal frameworks, a decision was made to experiment with training through a special publication program rather than by the traditional classroom method. This approach made it possible to reach all interested parties quickly and efficiently and to maximize the capabilities of the staff. The response from the field to this experiment was, and is, enthusiastic. The Program not only serves the immediate needs of those party to the collective bargaining process but also constitutes a comprehensive data base for research of all kinds. CPER's general purposes today remain the same: (1) research and analysis of events, trends, and issues, and (2) rapid publication of the results for practitioners, elected officials, academic researchers, and students.

As a neutral public service project, CPER has achieved high visibility among practitioners and legislators at all levels of government. Its authoritativeness is widely recognized both in California and throughout the U.S. The staff is frequently consulted by the Public Employment Relations Board, legislators, legislative committees, state officials and agencies, practitioners, and academicians. CPER publications are repeatedly cited in briefs to the courts and in decisions of the state court of appeal and Supreme Court. Continuing information exchange relationships are maintained with statewide federations of public employers and public employee organizations, as well as with such state agencies as the Department of Industrial Relations, Employment Development Department, Department of Finance, State Personnel Board, and Department of Personnel Administration. The project has developed an unparalleled collection of primary and secondary source data. Because it is the only project of its kind in the U.S. and because of its unique resources, CPER has long been an important link in the national network of universities and government and private agencies concerned with public sector research.

The CPER Program includes (1) public sector employment relations research, both at the statewide and national levels, (2) publication of *California Public Employee Relations*, a quarterly magazine; the *Extra Edition*, a quarterly supplement to the magazine; the *Special Reporting Series*, an expedited news service; and the *Annual Index*, (3) a telephone research question service, (4) cooperation with labor relations, academic, research, and community organizations, visiting scholars, faculty, students, public policymakers, and the news media, (5) assistance in the training programs presented through the Institute's Management and Labor Centers, (6) acquisition, organization, and storage of information in CPER's library of public sector data and publications.

Ongoing Research and Publication

Regular publications of the Program include the *CPER Quarterly Magazine*, *Quarterly Extra Edition*, *Special Reporting Series*, and *Annual Index*. Subscribers receive all four serials, which constitute a nonduplicative, continuing record.

The CPER Quarterly Magazine. Now in its 16th year, the *CPER Quarterly Magazine* includes full coverage of developments in California public sector labor relations. In each issue of approximately 80 pages are analytical articles, case studies, legal analyses, news reports, abstracts of PERB decisions, and a log of arbitrators' awards identified by subject matter. Readers are encouraged to contribute to an Open Forum section.

Over the 1983-84 year, the magazine ran a series of major articles on a wide variety of subjects of current interest. In line with CPER's policy of making the Program a cooperative community effort, contributions from practitioners are encouraged. As a result, several lead articles were written by practitioners, in addition to those by staff members:

September 1983:

- "Age Discrimination: Implications of the Wyoming Decision" (Christopher J. Voight, Executive Assistant, California Association of Highway Patrolmen)
- "Los Angeles County No-Strike Law Fails First Court Challenge" (Marla Taylor, CPER staff)
- "Supreme Court Rules PERB Has Jurisdiction in Strike Damage Suits" (Dave Bowen, CPER staff)
- "Revocation of Disability Pensions Upheld in Two Key Cases" (Marla Taylor, CPER staff)

December 1983:

- "Budgets and Arbitration Awards—Balancing the Responsibilities" (Donald H. Wollett, Professor of Law, McGeorge School of Law, University of the Pacific)
- "Pro and Con on Compulsory Interest Arbitration" (Richard Carpenter, Director, Employee Relations Service, League of California Cities; Ian McAndrew, Director of Labor Representation, Peace Officers Research Association of California; Kirk Berger, Legislative Representative, League of Oregon Cities and Association of Oregon Counties)

March 1984:

- "Unilateral Action on Bargainable Issues: What Is Authorized, What Is Not" (John Liebert and Siona D. Windsor, Liebert, Cassidy & Frierson, Los Angeles)
- "An Analysis of 1981-83 Strikes in California's Public Sector (Bonnie G. Bogue and Clara Stern, CPER staff)
- "Two Years of State Bargaining: A Description and Analysis" (Daniel G. Stubbs and Bruce J. Blanning, Blanning & Baker, Sacramento and Tujunga)
- "Healdsburg and San Mateo: The Final Chapter" (Bonnie G. Bogue, CPER staff)
- "More on Compulsory Arbitration" (William P. Carnazzo, Deputy City Attorney, City of Sacramento)

June 1984:

- "Up and Down the Staircase: Multi-Tier Retirement Systems" (William F. Danielson, Director of Industrial Relations, Alameda County)
- "State Merit System vs. Bargaining" (Bonnie G. Bogue, CPER staff)

A substantial part of each issue of the quarterly magazine is composed of shorter descriptive and analytical articles written by the staff. These cover (1) recent developments at each level of government, e.g., bargaining results, litigation, strikes, legislative actions, and (2) events of

general interest regarding such matters as due process, duty of fair representation, employment, pension systems, discrimination, and affirmative action. In 1983-84, 172 pages were devoted to such articles. Synopses of all cases issued by PERB during the year were also prepared by the staff and printed, as were summaries of key decisions by public sector arbitrators (a total of 48 pages).

Extra Edition. For several years, subscribers have urged CPER to publish more frequently. The kaleidoscopic nature of public sector labor relations and the speed with which changes occur in settlement trends, litigation, and PERB decisions call for fast reactions by practitioners. Although the *SRS* (see below) is viewed as essential for fast-breaking, urgent information, readers pressed the idea of moving to a scheduled periodical which would come out more than four times a year.

In response, the staff decided to experiment in 1984 by adding four issues of an *Extra Edition*. A modest version of the quarterly magazine, the *Extra Edition* runs 16-20 pages and contains news reports and the CPER abstract services. New features include updates on pending litigation and legislation and notes on recent publications. Whether this increase in service will be continued depends on the volume of subscriber support.

Special Reporting Series. The practitioners' need for immediate information on events which occur between issues of *CPER* and the *Extra Edition* continues to be met by publication of the *SRS*, although it is expected that the necessity for this service will be reduced by the move to eight scheduled publications. This year, the series included reports on U.C.'s bargaining unit elections, the state Supreme Court decision that union recognition may not be revoked because of a strike, and Court of Appeal decisions on these issues: the right to negotiate proposed charter amendments, strike damages, and limitations on reduction of pension benefits.

Annual Index. Improvements made in the *Index* last year were well received by readers. This publication is the only comprehensive, sophisticated source available for research in California public sector labor relations. Annotated and cross-referenced, the *Index* is arranged in five parts: (1) by topic, (2) statutory index, (3) index of arbitration awards, (4) table of cases, and (5) table of PERB orders. The tables of cases and PERB orders are annual supplements to the *CPER Cumulative Table of Cases, 1969-1980*.

Occasional Publications

CPER has published five monographs since 1977. At present, work is proceeding on an updated version of the popular, *Affirmative Action Versus Seniority—Is Conflict Inevitable?*, which is out of print. Also underway is a study of the strike in California's public sector; this monograph will analyze strike experience since 1970 and the evolution of strike policy.

Reference and Consultation

Direct access to the CPER staff is considered to be one of the Program's more important offerings. For example, approximately 130 telephone and direct reference questions were received and answered this year. The bulk were from individual management and labor practitioners involved in bargaining, litigation, and legislative action; legislators and their assistants; professional neutrals; and university professors and students.

The staff also spent considerable time assisting other persons and groups. For example, research questions were handled for central government agencies (Department of Personnel Administration, Legislative Analyst, Public Employment Relations Board, State Mediation and Conciliation Service); legislative offices (Assembly Committee on Public Employees and Retirement, Senate Finance Committee); academicians (Boalt School of Law, CSU-Hayward, U.C.-Berkeley, U.C.-Davis, University of London, University of Illinois, University of Southern California); news media (*Contra Costa Times*, *Labor Relations Press*, *San Jose Mercury-News*); and others (AFSCME-Washington D.C., California Taxpayers Association, Japanese Consulate, State Bar of California).

Education Programs, Conferences, and Cooperation With Other Agencies

Classroom and conference training programs in the field of public sector employment relations are conducted by the Institute's Center for Labor Research and Education and Center for Human Resources Programs (see summaries elsewhere in this report). CPER data support such instruction and CPER staff often participate in the programs. In addition, the staff cooperates with other institutions by speaking at conferences or providing resource assistance.

Acquisition and Storage of Information

Under the direction of Librarian Clara Stern, CPER maintains a specialized reference library which backs up the activities and services described above. The collection includes court decisions and accompanying briefs involving public employee relations litigation in California since 1969; PERB decisions; state laws and legislative bills; employee relations policies of public employers; arbitration and factfinding awards, tabulations of strikes, negotiated grievance arbitration procedures, and union security provisions; negotiated agreements; and periodicals and bulletins of public agencies and employee organizations. Major state newspapers are clipped daily. By special arrangement this collection is open for reference and research by subscribers, academicians, students, and other interested parties.

Staff

B.V.H. Schneider, CPER Editor and Program Director; Bonnie Bogue, J.D., Associate Editor and Associate Director; Marla Taylor and David J. Bowen, Assistant Editors; Margaret Cunningham, J.D., Associate; Clara Stern, Librarian; Sharon Melnyk, Circulation Manager; Shizuko Okino, Staff Assistant.

STUDENT ACTIVITY

Thirty-six graduate students were associated with the Institute during 1983-84, of which 25 were employed as Research Assistants and 11 occupied office space but were not financially connected. One student held a Social Science Research Council Doctoral Dissertation grant. The Research Assistants were assigned to individual faculty members affiliated with the Institute, with the exception of one who assisted the Labor Center in various aspects of its research and community services program.

Budgetary stringency continued the necessity of rationing research assistance to the faculty, awards being made from six to twelve months depending on certain criteria. Criteria for maximum R.A. awards included (1) faculty productivity through past use of R.A.s, (2) relevance of the faculty member's current work to the research and training mission of the Institute, (3) the faculty member's total pattern of service to the Institute, and (4) lack of alternative sources of support.

Doctoral dissertations completed during 1983-84 by students affiliated with the Institute are:

Daniel Hagen (Economics): "Labor Market Disequilibrium and Manpower Policy in Sweden"

Paul Ong (Economics): "Unions, Wage Trends, and Productivity Growth"

James C. Robinson (Economics): "Work and Health: An Economic and Policy Analysis"

Elaine Sorensen (Economics): "Wage Discrimination Against Female Dominated Occupations: Theory and Evidence"

Thomas A. Wright (Business Administration): "Examination of the Processes of Cognitive Appraisal: Coping and Adaption in an Organization Setting"

The following is a list of graduate students who were affiliated with the Institute during 1983-84:

Name	Department	Name	Department
Nancy Bell	Business Admin.	Marlene Kim	Economics
Rebecca Blair	Business Admin.	Thomas Larson	Economics
Warren Boeker	Business Admin.	Kathryn Marshall	Economics
Philip Bokovoy	Economics	Chris Martin	Economics
Nakiye Boyacigiller	Business Admin.	James McGuire	Political Science
David Brauer	Economics	Pamela McKechnie	Business Admin.
Jennifer Chatman	Business Admin.	Stephen McMullin	Economics
Soon K. Cho	Sociology	Yoshifumi Nakata	Economics
Isaac Cohen	History	James Peoples	Economics
Guadalupe Friaiz	Economics	Amelia Preece	Economics
Lori Gladstein	Economics	Sheila Puffer	Business Admin.
Jerry Goodstein	Business Admin.	James Robinson	Economics
Elizabeth Greenberg	Political Science	Christopher Ruhm	Economics
Susan Hahn	Sociology	William Segal	Economics
Paul Huo	Business Admin.	Elaine Sorensen	Economics
Thomas Janoski	Sociology	Carol Stephens	Business Admin.
James Jasper	Sociology	Howard Tokunaga	Psychology
Bruce Kieler	Business Admin.	Ethan Willard	Business Admin.

The BCHRC (Berkeley Chapter Human Resources Council), the Campus organization of students interested in the profession of human resources management and affiliated with both the Northern California Human Resources Council (NCHRC) and the American Society for Personnel Administration (ASPA) maintains its office in the Center for Human Resources Programs from which it receives guidance from the Center's Chairman, and certain educational advantages such as free enrollments in selected Center for Human Resources conferences and seminars.

For BCHRC, the 1983-1984 academic year proved to be the most successful year in its campus history. Highlights of the year include:

- ▣ A fifty percent increase in membership over the previous year. Members included graduate and undergraduate students in business administration and industrial psychology.
- ▣ A successful speaker series on the various functional areas of human resources. Speakers included human resources representatives from Bank of America, Bechtel, Crocker Bank and Pacific Gas and Electric Company.
- ▣ A resume writing/employment interviewing workshop conducted by human resource professionals from several Bay Area firms.
- ▣ The establishing of many "networking" opportunities through member attendance at NCHRC dinner and Board meetings, and BCHRC's office visit program.

In recognition of its activities, BCHRC received the **Superior Merit Award** from ASPA, the highest award attainable by a student chapter. Of the 190 student chapters attached to colleges and universities, only 20 such awards were given by ASPA. Individual honors went to Linda Kolb when she was awarded ASPA's Ted Henry Student Research Award for her paper on Assessment Centers. Damon Lieu won the Certified Flexstaff Essay Award for his paper on future human relations challenges. In recognition of the support it has received from the Institute of Industrial Relations, the BCHRC has donated a one year subscription to the *Journal of Assessment Center Technology* to the IIR library.

INSTITUTE PUBLICATIONS

1983-1984

Through its comprehensive publications program, the Institute seeks to disseminate research by its faculty and staff members to the academic community and the general public. Publications include two journals, a newsletter, a faculty reprint series, proceedings of Institute conferences, and, less frequently, books and pamphlets. A complete listing of all Institute publications is issued regularly and may be obtained on request.

Inquiries regarding the Institute's publications program come from students, faculty, libraries, unions, business firms, government, and interested individuals throughout the world. In addition, the publications are used as required reading in a number of courses taught in colleges around the country and in various courses and seminars sponsored by the Institute.

Institute reprints sell for one dollar each except for a few longer articles. Charges for periodicals and conference proceedings vary with the size of the publication. Bulk rates are also available.

During the year the publications program was staffed by Sharon Samek and Marjorie Morrisette with Susan Moreland as circulation manager for *Industrial Relations*.

I. Periodicals

Industrial Relations: A Journal of Economy & Society

Articles and symposia on all aspects of the employment relationship with special attention given to developments in the fields of labor economics, sociology, psychology, political science, and law.

Published three times yearly, in Winter, Spring and Fall.

Subscription rates:

	Annual Subscription	Three-Year Subscription	Single Issue
Domestic			
Individual	\$15.00	\$35.00	\$5.00
Institutions	\$20.00	\$50.00	\$7.00
Foreign			
Individual	\$16.00	\$38.00	\$5.50
Institutions	\$23.00	\$53.00	\$7.50

California Public Employee Relations

A research and publication program concerned with labor force, compensation, and collective bargaining developments in the California public sector. The subscription service for 1983-84 consisted of: *CPER Magazine* (four quarterly issues containing analytical and descriptive articles, news coverage of recent events in the field, abstracts of decisions of the Public Employment Relations Board and arbitration decisions of third-party neutrals, reprints of major court decisions); *CPER Extra Edition* (four quarterly issues containing news, litigation and legislation updates, publications summaries, and abstracts of PERB and arbitrators' decisions); *CPER Special Reporting Series* (interim bulletins); *CPER Index* (general index, statutory index, table of cases, index of neutrals' decisions); and the CPER Information Exchange, a cooperative arrangement whereby staff respond to individual research questions and subscribers are encouraged to contribute information from the field.

Subscription rate: \$110.50 per year.

Labor Center Reporter

A monthly series of newsletters providing economic and social analysis of issues of concern to the trade union community. Published by the Center for Labor Research and Education. Examination copies available. Annual subscription: \$10.00.

Monitor

A health and safety newsletter covering medical, union, and workers compensation questions, women's issues, film and book reviews, and current labor-related issues. Published five times a year.

Subscription rate: \$10.00 per year.

II. Faculty Reprint Series 1983-84

- 456 "The Justification of Organizational Performance," by Barry M. Staw, Pamela I. McKechnie, and Sheila M. Puffer. Reprinted from *Administrative Science Quarterly* (1983).
- 457 "Antidiscrimination or Reverse Discrimination: The Impact of Changing Demographics, Title VII, and Affirmative Action on Productivity," by Jonathan S. Leonard. Reprinted from *The Journal of Human Resources* (1984).
- 458 "Organizational Behavior: A Review and Reformulation of the Field's Outcome Variables," by Barry M. Staw. Reprinted from *Annual Review of Psychology* (1984).

III. Miscellaneous Publications

Can They Just Fire Me? The Skelly Decision and California Public Employees, by Steve Diamond, (1984), and "Hey, The Boss Just Called Me Into The Office"...*The Weingarten Decision and the Right to Representation on the Job*, by Steve Diamond (1984). These are pocket-size, clearly written, short pamphlets designed to be carried on the job. \$.75 each (ten or more \$.50 each).

Grievance Arbitration in Public Employment, by Paul D. Staudohar. A practical guide for grievance handling and arbitration in the public sector. Includes a review of practices in various jurisdictions, analyses of key legal issues, and summaries of arbitration decisions (1977), \$10.00.

Accounting and Office Manual for Labor Unions, by Harry C. Fischer, C.P.A. Revisions of Fischer's 1961 manual incorporating significant changes and new developments in the Labor-Management Reporting and Disclosure Act, and providing a comprehensive review of the functions of the financial office of the local labor union (1979), \$10.00.

Labor Training Series - Practical Economics for Trade Unionists, Part I: Mathematics to Fight Inflation: Developing Effective COLA Clauses, by Paul Chown, Teresa Ghilarducci, and Bruce Poyer. This is a comprehensive workbook for union negotiators, officials and members on concepts, arithmetic, and strategies in bargaining cost-of-living clauses. The book includes formulas, model clauses, and sample clauses needed to construct any kind of COLA (1981), \$10.00.

Investments of California's Public-Sector Pension Funds, by Michael Linfield, Pension Investment Unit, State of California. This is the first study of its kind of aggregate investment patterns of pension funds in California. While it concerns public sector funds, this study raises significant investment policy issues that are equally applicable to private sector funds (1982), \$20.00 for labor organizations, institutions or agencies; \$10.00 for individuals.

THE JOURNAL

This year has been one of change for *Industrial Relations*, the Institute's academic journal. Now in its twenty-third year of operation, the journal still retains its broad focus and international appeal, and its circulation remains steady at about 2,200 subscribers.

The journal reorganized its editorial structure this year in order to broaden its appeal and increase the quality of papers which appear in its pages. Clair Brown assumed editorial responsibility for the subarea of labor economics and will be aided in her efforts by Lloyd Ulman. David Bowen, the journal's editor since 1977, remained as chair of the subfield of industrial relations. In addition, board members David Brody, Harold Wilensky, and Sheldon Zedeck accepted new associate editor posts for the subareas of labor history, sociology-political science, and human resource management, respectively. While the latter subfields currently draw only a few manuscripts, the journal's objective is to build these areas into a substantial component of its domain of interest.

The second area of new activity this year was the journal's decision to develop and publish more symposia on topics of current interest. Two appeared this year. In our Winter issue, George Strauss coordinated a set of papers which speculated on various aspects of the changing face of labor relations in the U.S. In the Spring issue, board member George Milkovich coordinated a symposium on Human Resource strategy and Evaluation, the second of two he has put together within the burgeoning field of Human Resource Management.

Finally, much effort this year was devoted to still another symposium on labor relations and employment problems ahead under the coordination of Lloyd Ulman. The six-paper symposium, which will appear in the Fall 1984 issue, should stand as an important resource for those interested in gaining a cross-national perspective on the problems of high unemployment.

Despite a larger commitment to symposia, the journal was able to publish a total of 25 unsolicited papers (out of about 200 submitted) during the year. As in the past, several of these dealt with international topics and/or were written by foreign scholars (e.g., Michael Poole and colleagues at the University of Wales contributed a paper analyzing the recent upsurge in British managerial unionism).

The journal's 18-member board of editors, composed of U.C. faculty and scholars at universities elsewhere, remained stable during the year. The board's evaluation efforts were supplemented by reviews from over 50 scholars both here and abroad who accepted invitations to appraise one or more submitted papers.

Barbara Porter is the Managing Editor; the Assistant Editor is Katherine Mooney; and Susan Moreland serves as Circulation Manager.

THE LIBRARY

From the earliest days of the Institute's founding, the Institute library has been an integral part of its program and mission. The library's aim is to strengthen and support the Institute's research, teaching, and community service goals. The primary library users are the Institute faculty and students. It is their teaching and research needs which have helped shape and determine collection development through the years. The library also welcomes users from outside the Institute. They include faculty, students, and staff from elsewhere on campus and nearby colleges, visiting scholars, arbitrators, consultants, union members, company executives, government officials, and labor historians. Reference service, library orientation, and instruction in the use of the library are provided as library staff time is available.

Today the full collection numbers over 50,000 items—books, serials, reports, reprints, dissertations, government documents, working paper series, oral histories, and ephemera. The size of the collection grows steadily; this year more than 1,000 cataloged items were added to the collection. Economy has always been a consideration, and has become increasingly so with the escalating costs of library materials and equipment. Fortunately, through the years the library has been able to depend upon the generosity of faculty, friends, and journal exchange agreements for valuable additions to the collection. During this past year, gifts of special note included materials received from Professor Emeritus Paul S. Taylor (1895-1984), noted labor economist, and dissertations from the Social Science Research Council. The latter have designated the IIR Library as West Coast depository for 40 dissertations completed under SSRC's program of dissertation fellowships in employment and training.

While the collection's focus is "industrial relations," materials are selected from all of the several disciplines which comprise this broad subject field. The subject breadth of the field is reflected in the entries to be found on the NEW ACQUISITIONS LIST, published bimonthly. Reference inquiries, too, are indicative of the variety of topics able to be researched in the IIR library. They include questions regarding collective bargaining, employee-employer relations, human resource management, organizational behavior, labor unions, labor force, labor market, manpower, productivity, technological change, and wages and compensation. The interdisciplinary nature of the collection can surprise new users; they often express gratitude at being able to find in one place materials otherwise scattered in numerous locations throughout the campus. If exhaustive research is needed, the librarians provide referral help. Users are encouraged to begin with a search of the CAT 2: BOOKS and SERIALS microfiche, a reliable resource tool to help locate materials elsewhere on campus. We are also able to call upon a network of Bay Area sources which include the San Francisco offices of the U.S. Bureau of Labor Statistics, the U.S. Women's Bureau, the California Labor Federation, and the California State Departments of Industrial Relations and Employment Development.

Within the IIR library, the traditional card catalog still serves as the initial, indispensable tool to locate library materials. However, great changes are taking place in the campus library world. The monographic holdings of all UC campus libraries statewide are being added rapidly to a central databank called MELVYL. Soon serial titles from UC campuses, Stanford, and the California State University system libraries will be included as well. This inclusive online catalog can now be accessed in limited form by author, title, subject, or a combination of all three. This should prove a great boon to researchers. Now that computers have come to the Institute, it is only a matter of time until we hope that the IIR library will be able to install a terminal and thus provide for both users and staff more efficient and effective bibliographic searching.

Nannette Sand, the Librarian, attended the annual meeting of the Committee on Industrial Relations Librarians (CIRL), held at Princeton University, June 6-8, 1984. This occasion provides a valuable opportunity to share library concerns with colleagues in the same field. Nan Sand serves as full-time librarian and Clara Stern as part-time librarian with special responsibility for cataloging. Joan Nakano, Library Assistant II, who served ably for nearly two years, has been succeeded by Allison Schoenfeld. Steven Wetter, part-time student assistant, graduated, and has been replaced by Rick Simas.

BAY AREA LABOR STUDIES SEMINAR

Completing its ninth year, the Bay Area Labor Studies Seminar continued to draw participants from local academic institutions as well as the Bay Area labor, management, and public communities. Lloyd Ulman and William Dickens served as co-chairmen of the Seminar for 1983-84, and the following sessions were arranged:

Speaker(s)	Subject	Date
Robert J. Flanagan (Stanford), David Soskice (Oxford), Lloyd Ulman (U.C. Berkeley)	Unionism, Economic Stabilization, and Incomes Policies	Oct. 18, 1983
Kent Osband (Economics, U.C. Berkeley)	A Report from Hungary: Hungarian Labor and Economic Reform	Nov. 29, 1983
Christopher Martin (Economics, U.C. Berkeley)	Report from Yugoslavia: Who Manages Workers' Self-Management?	Jan. 24, 1984
Jack Barbash (California State, Hayward)	From Roosevelt to Reagan—A New Era in Industrial Relations?	Feb. 28, 1984
Ned Fine (Fisher & Phillips)	Bankruptcy Law and Collective Bargaining	April 10, 1984

VISITORS

The Institute hosts many visitors each year from around the world. Some come for meetings with staff members and are here only briefly, while others arrange to come as visiting scholars and stay up to a year. These visits are usually beneficial for both the scholar and the Institute, although staff time and desk space are unfortunately limited. Long-term visits are usually initiated by the scholar who has a sabbatical leave which he or she wishes to spend at Berkeley. The scholar is appointed Research Associate by the Graduate Division, which confers official visitor status at the Berkeley campus. Research Associates during 1983-84 were:

Ada Becchi
University of Venice
Venice, Italy

Benny Dylander
Technological Institute
Copenhagen, Denmark

Amira Galin
Tel Aviv University
Tel-Aviv, Israel

Katsutoshi Kurokawa
Okayama University
Okayama, Japan

Wolfgang Littek
University of Bremen
Bremen, W. Germany

Michael Shalev
The Hebrew University of Jerusalem
Jerusalem, Israel

Charles C. Snow
Pennsylvania State University
University Park, Pennsylvania

Other Visitors

Frank Dean Adjebeng
Chairman, Executive Board of
Trades Union Congress
Ghana

Guido Baglioni, President
Ettore Santi, Secretary General
Center for Social & Trade Union Studies
Italy

Banko D. Djunic
Institute of Industrial Economics
Belgrade, Yugoslavia

Delegation of 23 Members Study Tour
The Danish National Labor Federation
Kobenhavn, Denmark

Stephan Froehlich
Head of Personnel and Organization
Development, Swissair
Zurich

Markku Jaaskelainen
International Secretary
Finnish Trade Unions SAK
Helsinki

Declan McDonagh
Institute of Public Administration
Dublin

Prayag Mehta
National Labour Institute
New Delhi

Ronald B. Miller
Member of Parliament
Durban North
South Africa

**Victor Mums
Labor Attache
British Embassy
Washington, D.C.**

**Doris Oberhoff
Secretary General
Western European Metal Trades Employers'
Employers' Organization
Cologne, FRG**

**Ferdinand von Prondzynski
Lecturer in Industrial Relations
University of Dublin
Dublin**

**M.R.K. Ran
Bangalore, India**

**Adrian Webster
Trade Union Official
New Zealand Public Service Association
Auckland, New Zealand**

**The Role of Labor in U.S. Politics
Delegation representing 17 African
and Middle East Countries**

THE FACULTY

1983-1984

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
David Brody	History (U.C. Davis)	Work and leisure in America; labor and American politics
Clair Brown	Economics	Unemployment insurance; economics of discrimination
Michael Burawoy	Sociology	Factory organization and production in socialist and capitalist societies
Glenn R. Carroll	Business Administration and Sociology (affiliated)	Organizational sociology; industrial development; quantitative methods
Earl F. Cheit	Business Administration	Economics of higher education
David Collier	Political Science	Relationship between state and organized labor in Latin America
William Dickens	Economics	Occupational safety and health regulation, labor productivity
Edwin M. Epstein	Business Administration	Business and labor political activity
David E. Feller	Law	The law of collective bargaining; collective bargaining in higher education
John Freeman	Business Administration	Organizational behavior; personnel allocation; organization-ecology interaction
J. W. Garbarino	Business Administration	Faculty unionism, public employee labor relations; labor economics, with particular attention to fringe benefits and incomes policy
Samuel Haber	History	History of the professions
Clark Kerr	Business Administration (Emeritus)	Economics of higher education
Jonathan Leonard	Business Administration	Industrial relations; the impact of equal employment opportunity and affirmative action policy; federal regulation of labor markets
Raymond E. Miles	Business Administration	Organization behavior and development, with particular attention to management theory, leadership and organization-environment interaction
Charles O'Reilly	Business Administration	Personnel management; collective bargaining among professional workers
Michael Reich	Economics	Labor Market segmentation; racial discrimination; income differentials

Karlene Roberts	Business Administration	Organization psychology, with particular attention to communications issues, leadership and motivation
Barry M. Staw	Business Administration	Courses of action for businesses and individuals. Response rigidities at individual, group, and organizational levels. Administrative behavior effects on leadership qualities
David S. Stern	Education	Analyses of high school and vocational education programs for areas of suggested improvement in the labor force
George Strauss	Business Administration	Studies on the boundary between organizational behavior and industrial relations, especially work on participation in management
Lloyd Ulman	Economics	Collective bargaining, especially its impact on wages and prices; multinational unionism; incomes policies from an international perspective; manpower policies
Jan Vetter	Law	Equal employment in higher education; law of union-management relations
Harold L. Wilensky	Political Science	Comparative political economy, public policy; politics of taxing and spending; political sociology, complex organizations
Sheldon Zedeck	Psychology	Cognitive processes in performance appraisals; assessment center processes; personnel psychology

THE PROFESSIONAL STAFF

1983-1984

Robin Baker	Director, Labor Occupational Health Program
Bonnie G. Bogue	Associate Director, California Public Employee Relations Project
David J. Bowen	Editor, <i>Industrial Relations</i> , and Associate, California Public Employee Relations Project
Joan M. Braconi	Coordinator of Labor Programs
Clair Brown	Associate Director of the Institute
Paul Chown	Chair, Center for Labor Research and Education
Margaret Cunningham	Associate, California Public Employee Relations Project
Peter Guidry	Coordinator of Labor Programs
Lela Morris	Continuing Education Coordinator, Labor Occupational Health Program
J. Bruce Poyer	Coordinator of Labor Programs
Brenda Presley	Program Coordinator, Labor Occupational Health Program
Patricia Quinlan	Industrial Hygienist and Associate Director, Labor Occupational Health Program
Nanette O. Sand	Librarian, Institute Library
Betty V. H. Schneider	Director, California Public Employee Relations Project
Clara S. Stern	Associate Librarian, California Public Employee Relations Project Library and IIR Library
George Strauss	Director of the Institute
Marla Taylor	Associate, California Public Employee Relations Project
Earl J. Wyman	Coordinator, Center for Human Resources Programs
Sheldon Zedeck	Associate Director of the Institute

THE ADMINISTRATIVE AND CLERICAL STAFF

1983-1984

Stephanie Cannizzo	Typist Clerk for the Labor Occupational Health Program
Eugene S. Darling	Editorial Assistant for the Labor Occupational Health Program
Catherine Davis	Editorial Assistant for the Labor Center
Stephen F. Diamond	Program Representative for the Labor Center
Marian Gade	Research Associate for Clark Kerr
Maureen Kawaoka	Secretary for Clark Kerr
Joan J. Lewis	Senior Administrative Assistant for the Institute
Anne Maramba-Ferrell	Secretary for the Labor Occupational Health Program
Katherine Mello	Program Assistant for the Center for Human Resources Programs
Sharon Melnyk	Circulation Manager for <i>California Public Employee Relations</i>
Susan P. Moreland	Circulation Manager for <i>Industrial Relations</i>
Marjorie Morrisette	Receptionist and Publications Assistant for the Institute
Joan Nakano	Library Assistant for the Institute Library
Shizuko Okino	Circulation Assistant for <i>California Public Employee Relations</i>
Barbara E. Porter	Managing Editor of <i>Industrial Relations</i>
Mona Purifoy	Administrative Assistant for Community Services
Susan Salisbury	Library Assistant for the Labor Occupational Health Program
Sharon Samek	Secretary and Publications Manager for the Institute
Lula Simmons	Program Representative for the Labor Occupational Health Program
Steve Wetter	Student Assistant for the Institute Library