



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

**IIR**

**A Report on:  
Research  
Training  
Community Activities**

**1982-1983**

**REPORT ON**

**RESEARCH ■ TRAINING**

**and**

**COMMUNITY ACTIVITIES**

**1982-1983**

**Raymond E. Miles, Director**

**George Strauss, Associate Director**

**Joan J. Lewis, Sr. Administrative Assistant**

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**INSTITUTE OF INDUSTRIAL RELATIONS ■ UNIVERSITY OF CALIFORNIA ■ BERKELEY**

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# INSTITUTE OF INDUSTRIAL RELATIONS

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### NORMAN AMUNDSON, 1924–1983

This annual report is dedicated to the memory of Norman Amundson, Chairman of the Center for Labor Research and Education, who died in May after a valiant fight against cancer.

Norm had many wonderful qualities. One was imagination. Many of our best programs were the product of his fertile brain. Another was his good cheer and impish sense of humor, despite many difficulties. Most important was his decency and his concern for his fellow human beings. He was a true idealist. He set a standard for all of us. He is sorely missed.

Shortly before his death a tribute dinner was held in his honor, attended by over 300 friends from all walks of life. Despite his illness he was roasted in good Hollywood style in celebration of his own good humor and endless vitality.

Our conference room—where he did much of his teaching—has been renamed the Norm Amundson Room.

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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 nineteen 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 (see pp. 5-9 for a summary of recent research), however the close association of faculty from various disciplines facilitates cross-fertilization and the development of interdisciplinary teams.

During 1982-83 the Institute provided research training for 28 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 1982-83 nine regular University advanced classes and seminars (four in Economics and five 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 three community service programs.

First, there is the **Center for Labor Research and Education**, established after extensive consultation with the California labor movement. As described on pp. 18-24, 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 (for details see pp. 25-29). 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 **Management Center** 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 (see pp. 30-31) 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 **California Public Employee Relations Program** (see pp. 32-35). 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 de-

velopments 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 referred 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 ACTING DIRECTOR

The Institute had a good year, despite budgetary cuts and other troubles. Several of our most successful programs were organized by Raymond E. Miles, who resigned the post of Director on June 30, 1983 to accept the responsibilities of being Dean of the School of Business Administration. We miss his enthusiasm, imagination, and sense of vision. An interim administration has been set up, consisting of myself as Acting Director and Clair Brown and Sheldon Zedeck as Associate Directors. We shall do our best to keep the Institute going on the track set by Ray and by Lloyd Ulman, who served as Director from 1963 to 1981.

The last few years have seen dramatic changes in American labor relations. These include: the rapid decline in the percentage of American workers who are organized; plant shutdowns and high levels of unemployment, especially in "smokestack" industries (and in California as well as in the mid-West); concession bargaining and the voluntary reopening of contracts by three of the country's biggest unions: the Autoworkers, the Steelworkers, and the Teamsters; and growing controversy over health care and pension benefits as the cost of these steadily mount. Meanwhile there was continuing interest in such perennial, still unsolved problems as equal employment and the impact of labor policies on employment and inflation.

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

\*\*\* In October 1982, an Institute-sponsored conference on the Future of Industrial Relations brought together 27 of the country's leading industrial relations scholars, each of whom was asked to prepare a short paper presenting his or her estimate of future developments. A lively discussion ensued, with more agreement over the questions than the answers. A summary of the conference discussions was published in the Winter 1983 issue of our journal, *Industrial Relations*. Three longer papers arising out of the conference will appear in Winter 1984. This conference was made possible by a grant provided by the Dean of the Graduate Division.

\*\*\* 1982-83 saw the completion, after over ten years of research, of a major Institute project, *Unions, Economic Stabilization, and Incomes Policy: The European Experience* by Robert Flanagan, David Soskice, and Lloyd Ulman. The main portion of this significant book deals with the past and possible future role of incomes policy in the context of the economic and political behavior of unionism. The work was published by Brookings in summer 1983.

\*\*\* One of the values of our Institute is that it permits continued informal collaboration between academicians and staff personnel from a variety of different backgrounds and disciplines. An example of this involved joint research on the causes of decline in union membership conducted by Professors William Dickens of Economics and Jonathan Leonard of Business Administration. Although the subject has received much recent attention, this comprehensive study takes into account a number of factors not previously considered. Dickens and Leonard learned of their common interest at an Institute seminar.

\*\*\* Plant shut downs are a matter of major concern to the labor movement and have been the subject of several Institute conferences. Last year Paul Chown, Chairman of our Labor Center, and Anne Lawrence, a graduate student in Sociology, prepared a 54-page monograph, *Plant Closings and Technological Change: A Guide for Union Negotiators*. Aside from the value of this work to practitioners, it illustrates the Labor Center's program of applied research and is also an example of staff-graduate student collaboration.

\*\*\* Professor Leonard has been engaging in perhaps the most elaborate analysis to date of the effectiveness of various government equal employment programs and their impacts on various ethnic and gender groups. His work, still not formally published, has elicited a great deal of attention as well as two articles in the *Daily Labor Report*.

\*\*\* Skyrocketing medical expenses have led to equally great increases in the cost of health insurance. Unions, management, and the government have all sought to slow down the pace of this rise. A number of new plans for dealing with the problem have been suggested, and the state and federal governments are just now introducing some radically new approaches for dealing with medical costs under MediCal and Medicare. A day-and-a-half Institute conference held in Sacramento drew a substantial proportion of the legislators, government officials, hospital and health plan administrators, and union and management representatives most closely involved with this problem. In terms of the urgency of the topic, the quality of the discussion, and the significant decision-making roles of those who participated, this was one of the most successful programs we have held. Two follow-up programs, both dealing with health-care costs are planned for 1983-84 as well as a similar program concerned with the growing crisis in public employee pensions.

\*\*\* The Management Center conducted an extensive training program with BART, beginning with a three-day session for division managers and then proceeding on a step-by-step basis through middle and lower levels of management. A similar program is planned for 1983-84, this time dealing with collective bargaining and involving BART management and its five unions.

\*\*\* Of special concern for California management has been the courts' increasing receptiveness to suits by employees charging their employers with discharging them unfairly. This subject received considerable attention in our management programs.

An Institute like ours needs constantly to renew itself and draw in new fields. Two new assistant professors of Business Administration joined our faculty in 1982-83: Jonathan Leonard, an economist, and Glenn Carroll, a sociologist. They have nicely integrated themselves into our program. For 1983-84 we welcomed another two new additions: David Stern from Education and Michael Burawoy from Sociology.

The Institute receives a steady stream of visitors from all over the world. Some stay merely an hour or so. Others spend periods of leave with us. They represent a variety of fields. Even though providing hospitality is time consuming, the interchange is well worthwhile. Two books were put together by visitors last year, one on the history of labor relations in the automobile industry, by Nelson Lichtenstein of Catholic University, and the other on comparative labor relations by Michael Poole of the Institute of Science and Technology, University of Wales. In fact, Michael Poole sent us a copy of his official sabbatical leave report. In this report, he concludes "The hospitality and kindness of my hosts was scarcely credible. My leave of absence in Berkeley was without doubt the best and most valuable period of my entire academic career."

George Strauss  
Acting Director

## FACULTY RESEARCH

### Collective Bargaining, Unions, and Public Policy

Lloyd Ulman (Economics) completed, with Robert J. Flanagan of Stanford University and David Soskice of Oxford University, their nine-country comparative study of wage inflation, institutional change, and consensus policies in Western Europe. This project is sponsored by The Brookings Institution, which will publish the results of the study in August 1983.

David E. Feller (Law) continues to serve as the neutral co-chairman of a special committee of the American Bar Association Section on Labor and Employment Law charged with the development of proposed legislation 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 within the American Bar Association can be reached.

Feller has begun work on a comparative study of the California statutes which require that different public agencies within 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.

Charles O'Reilly (Business Administration) has been working on nurses and collective bargaining, 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) has continued his work on occupational safety and health (OSH). He recently finished a survey paper on the theory of OSH regulations and another on how irrational behavior complicates the economic theory of OSH. He also has work under way to develop new ways of estimating the premiums people are paid for more hazardous work.

In addition to his work on OSH, Dickens is collaborating with Jonathan Leonard on a study of the reasons for the decrease in the per cent of the workforce organized by unions. He is working with Jeffrey Frankel of the Economics Department on a test of the capital asset pricing model, and has just completed work on the effects of research and development spending on labor productivity.

David Brody (History, U.C. Davis) has devoted much of the year to studies of American labor and politics. "On the Failure of U.S. Radical Politics: A Farmer-Labor Analysis" has been published in the Spring 1983 issue of *Industrial Relations*. "The American Left and the Labor

Movement: From Radical History to Social History” will appear in Volume 4 of *Political Power and Social Theory* (1983). Brody is currently at work on a lengthy interpretive essay on labor and politics for the *Encyclopedia of American Political History*. His continuing interest in labor historiography is reflected in “Workers and Work in America: The New Labor History,” which appears in *Ordinary People and Everyday Life: Perspectives on the New Social History* (1983), edited by J. B. Gardner and G. R. Adams.

Brody’s new project is on work and leisure in America. He has begun research for a book on how the use of time—the division between work and leisure—has evolved since the early 19th century. A Guggenheim fellowship will enable him to devote 1983-84 to this project.

**David Collier** (Political Science) is presently completing a comparative study of the relationship between trade unions and political parties in eight Latin American countries. The goal of the project is to explore the impact of this relationship on national politics and national economic policy, with particular attention to the types of growth strategies and stabilization programs that are adopted in the context of different patterns of union-party relations. During the coming year he will be initiating an extended study of Mexican labor politics, focusing particularly on changes in the trade union movement that are occurring in response to the current economic and political crisis.

**John Freeman** (Business Administration) is engaged in two research projects involving union organization and employment.

(1) **Organizational Ecology of National Labor Unions.** This study has been on-going for several years both at Berkeley and Stanford and has been supported by grants from the NSF. 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.

(2) **Growth and Decline Processes and Labor Relations in California School Districts.** A small grant Institute for Research in Educational Finance and Governance has supported work on the effects of changes in enrollments and finances on school districts as those effects operate through changing patterns of unionization, job actions, etc., in those districts. Political effects are also considered, primarily through turnover of superintendents and school boards. Data supplied by **Betty Schneider** has been coded for this study and figure prominently in the analysis. Effects are expected both in the employment patterns of the districts and in their wage rates for various kinds of personnel.

Numerous Institute-affiliated graduate students have been involved in both of Freeman’s studies.

**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. Given changes in the composition of the unionized labor force the book gives considerable attention to labor relations in non-manufacturing sectors, such as government, construction, hospitals, schools, universities, and entertainment. 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) is extending her research on the consumption and work patterns of working class families from 1918 to 1980 to families headed by salaried professional and business people and laborers. 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.

**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. Sociology graduate student Tom Janoski is working with Wilensky on active labor market policies (job creation, job training and retraining, and mobility incentives) in West Germany and the United States.

#### **Labor Market Behavior**

**Michael Wiseman** (Economics) together with Lupe Friez, a graduate student in Economics, initiated a project 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. The approach followed to date is to collect detailed information for one large firm and then to use those data as the basis for inferences to be tested with data from others. Results obtained so far suggest (a) minority workers made significant gains in the period 1979-80, (b) employment expansion slowed dramatically during 1981-82, (c) changes in manufacturing technology have reduced labor requirements so much that it is unlikely that significant increases in minority employment will occur in the future regardless of the strength of demand for final product. The sources of the labor-saving bias in technology are numerous. These developments seem to be as much a matter of management style and competitive strategy as they are related to expected changes in factor costs and other traditional determinants of choice of technique.

**Michael Reich** (Economics) continues his previous research on labor market segmentation. He has been comparing recent labor market behavior in Western Europe and the United States, seeking to estimate the effects of institutional and market variables on business cycle patterns in both regions.

**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.

### **Organizational Behavior**

**Raymond E. Miles** (Business Administration) continued his work in basic organization design, completing a preliminary "General Model of Organization Design," which was presented as part of his contribution to the Organization Theory Doctoral Consortium at the Academy of Management Annual Meetings in August 1982. He has completed a paper for the National ORSA-Tims meetings describing the linkages between functional requirements and priorities of human resources management units and alternative organizational strategies and structures.

**Karlene Roberts** (Business Administration) has completed a review of cross-national organizational research followed by a conceptualization of how the field might proceed. With co-authors from the University of Virginia, she will be publishing "A Manager's Guide to Legal Compliance" in the *Harvard Business Review*. This article draws on decision strategy survey data about antitrust compliance collected from CEO's in Fortune 500 companies and from lawyers in the Anti-Trust Division of the American Bar Association. A paper from this project was also presented at the 1982 Academy of Management meetings. In collaboration with Frances Van Loo of the School of Business Administration, Roberts has surveyed women in San Francisco and Silicone Valley based women's networks about their companies' activities regarding advancement of women in management.

Roberts is also beginning a new project on job design and integration of jobs in organizations in which a new strategy for assessing jobs is being developed and the networking of tasks and jobs is being examined.

**Sheldon Zedeck** (Psychology) continued his research in the area of performance appraisal by beginning a project on perceptions of units of behavior (fine vs. gross task behaviors). This research is part of his interest in the cognitive processes involved in appraisal. In addition, while on sabbatical at AT&T's Human Resources Department, he prepared the *Annual Review of Psychology* chapter on "Psychological Issues in Personnel Decisions" (to be published in 1984) and began a project on management development--fact and folklore.

**Glenn R. Carroll** (Business Administration) is pursuing research on the organizational structure of the newspaper industries of Argentina, Ireland, and the United States. This research addresses problems concerning the long-term evolution of industrial organization, especially patterns of concentration, organizational failure, and organizational foundings. He is also involved (with John Freeman and Michael Hannan) in a comparative study of merger and failure

patterns in the newspaper industry, the semi-conductor industry, and national labor unions. In future research, Carroll plans to study the organizational demography of the Knights of Labor assemblies.

Barry M. Staw (Business Administration) has been working on several empirical research projects. One study involves extensive coding of corporate annual reports in order to study the causes and consequences of self-serving biases in organizations, while another project has attempted to test the threat-rigidity hypothesis through a laboratory experiment. A third study has examined the temporal consistency of job attitudes through reanalysis of available panel data. A fourth study (with Charles O'Reilly) has investigated the effect of mood on the perception of job characteristics. In terms of nonempirical writing during 1982-83, Staw has completed a motivation article that will be part of an invited symposium in the *Review of Higher Education* and he is now completing the *Annual Review of Psychology* chapter on organizational behavior.

## FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1982-1983

The following is a partial list of publications (some of which appear in the Institute's faculty reprint series) and professional activities of faculty members and community services personnel.

### **Bonnie G. Bogue (IIR)**

#### **Publications**

"Labor Relations in Transit: A State or Federal Question?" *CPER* No. 54 (September 1982), 22-24.

"PERB Issues Modesto, Rio Hondo Strike Decisions: Rio Hondo Strike was Unlawful Refusal to Bargain," *CPER* No. 56 (March 1983), 15-17.

#### **Professional Activities**

Presented paper on "Labor Relations in Transit: A State or Federal Question?" at American Bar Association meeting of the Committee on State and Local Government Bargaining, February 1983.

Served on Arbitration Day Committee, American Arbitration Association, November 1982.

Appointed to American Bar Association Committee on State and Local Government Bargaining, 1982-1983.

Panel presentation on "Labor Arbitration," Bay Area Chapter, National Lawyers Guild.

Participant in Labor Law Section, American Bar Association Annual Meeting, August 1982, and Association of Labor Relations Agencies Annual meeting, July 1982.

Member: State Bar of California and its Labor Law Section  
 American Bar Association and its Labor 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**

"Work and Workers in America: The New Labor History," in James B. Gardner and George R. Adams, eds, *Ordinary People and Everyday Life: Perspectives on the New Social History* (Nashville, Tenn.: The American Association for State and Local History, 1983), 139-160.

“On the Failure of U.S. Radical Politics: A Farmer-Labor Analysis,” *Industrial Relations* 22 (Spring 1983), 141-163.

### **Professional Activities**

Presented paper on “Labor and the New Deal” at New Deal Conference, LBJ Center, University of Texas, Austin, March 1983.

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

Chief historical consultant, Made in America T.V. series (first production scheduled for public television, February 1984).

Member, editorial board, *Labor History*.

Awarded Guggenheim Fellowship, 1983-84.

### **Clair Brown (Economics)**

#### **Publications**

“Unemployment Theory and Policy, 1946-1980,” *Industrial Relations*, Spring 1983.

*Review of Job Equity, Essays in Honor of Frederic Meyers*, edited by Walter Fogel, IIR, UCLA, 1982, in *Journal of Economic Literature*, Winter 1983.

#### **Professional Activities**

Presented paper on “How ‘Economic’ Are Women’s Work Decisions?” at American Sociological Association meetings, San Francisco, September 1982.

Participated in panel on Work, Family, and Community, National Research Council, Washington, D.C.

Member, editorial board of Labor Center Reporter.

### **Glenn R. Carroll (Business Administration)**

#### **Publications**

“Organizational Mortality in the Newspaper Industries of Argentina and Ireland: An Ecological Approach,” *Administrative Science Quarterly* 27 (June 1982), 169-198. Co-authored with Jacques Delacroix.

“Capital Cities in the American Urban System: The Impact of State Expansion,” *American Journal of Sociology* 88 (November 1982), 565-578. Co-authored with Jacques Delacroix.

“Organizational Foundings: An Ecological Study of the Newspaper Industries of Argentina and Ireland,” *Administrative Science Quarterly* 28 (June 1983), 274-291. Co-authored with Jacques Delacroix.

**Paul Chown (IIR)**

**Publications**

*Plant Closings and Technological Change: A Guide for Union Negotiators* (IIR), with Anne Lawrence.

*Health and Safety Handbook for Local Unions* (IIR), written with others.

*Health and Safety Issues Commonly Faced by Farmworkers: Answers to 67 Most Frequently Asked Questions* (IIR).

**David E. Feller (Law)**

**Publications**

“The Remedy Power in Grievance Arbitration,” *Industrial Relations Law Journal* 5, 128 (1982).

“Remedies in Arbitration: Old Problems Revisited,” Proceedings of the 34th Annual Meeting, National Academy of Arbitrators (BNA, 1982).

“The Structure of Post-War Labor Relations: Response,” *NYU Review of Law and Social Change* 11, 136 (1983).

“Union Democracy and the Landrum-Griffin Act: Response,” *NYU Review of Law and Social Change* 11, 179 (1983).

**Professional Activities**

Presented paper on “The American Approach to the Doctrine of Fairness in Arbitral Awards,” at Canadian Labour Views Conference on Arbitration and Collective Bargaining in a Recession Economy, Toronto, October 1982.

Numerous arbitration cases.

**Jonathan Leonard (Business Administration)**

**Publications**

“Wage Expectations in the Labor Market: Survey Evidence on Rationality,” *Review of Economics and Statistics*, LXIV (February 1982), 157-161.

**Professional Activities**

Presented papers on:

“Does Affirmative Action Work?” University of Wisconsin Labor Workshop, Madison, May 1982.

“Productivity and Wages by Race and Sex,” NBER Summer Institute, Cambridge, Mass., July 1982.

“Affirmative Action and Racial Inequality,” Social Science Research Council, Conference on Racial Inequality, N.O.R.C., Chicago, December 1982.

“The Impact of Affirmative Action on Employment and Turnover,” Econometric Society Winter Meetings, New York, December 1982.

“What Promises are Worth: The Value of Affirmative Action Goals and Timetables,” UCLA Labor Workshop, Los Angeles, February 1983.

“Trade Unions and Equal Employment Opportunity,” Industrial Relations Seminar, IIR, Berkeley, and NBER Trade Union Conference, Cambridge, Mass., May 1983.

“How Affirmative Action Works,” Bay Area Human Resource Professionals Workshop, San Francisco, June 1983.

#### **Raymond E. Miles (Business Administration)**

##### **Publications**

Japanese edition of *Organizational Strategy, Structure and Process* (1978) published by McGraw-Hill, 1983.

##### **Professional Activities**

Appointed Dean, School of Business Administration, U.C. Berkeley, effective July 1, 1983.

#### **Karlene Roberts (Business Administration)**

##### **Publications**

“A Frame of Reference Approach to Investigating Part- and Full-Time Workers,” *International Review of Applied Psychology*, 31 (1982), 327-344. (With W. H. Glick and N. L. Rotchford.)

“Part-time Workers as Missing Persons in Organizational Research,” *Academy of Management Review*, 7 (1982), 228-234. (With N. L. Rotchford.)

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

“Cross National Organizational Research: The Grasp of the Blind Men,” in B. M. Staw and L. L. Cummings, eds., *Research in Organizational Behavior* (JAI Press, 1982), 5. (With N. Boyacigiller.)

Reviewed Ann Scheirer, *Program Implementation: The Organizational Context. Contemporary Evaluation Research*, Vol. 5, in *Contemporary Psychology*, 27 (1982), 564.

### Professional Activities

Presented a symposium on "The Cross National Study of Control: Substantive and Methodological Issues," National Meetings of the Academy of Management, New York City, 1982, with N. Boyacigiller.

Presented paper on "An Information Processing Approach to the Development of Compliance Programs," at National Meetings of the Academy of Management, New York City, 1982, with N. Boyacigiller, A. Beckenstein, and L. Gabel.

### Nanette Sand (IIR)

#### Publications

Co-compiler, *Directory of the Non-General Libraries and Librarians at the University of California*, Berkeley. Third edition. 1982.

#### Professional Activities

Member, Special Libraries Association. Served on Elections Committee of SLA S.F. Bay Region Chapter.

Member, Committee of Industrial Relations Librarians.

Member, Librarians Association of University of California (LAUC) Committee on Non-General Library Affairs. Elected to LAUC-B Executive Committee, as Non-General Libraries' representative.

Participant in Workshop: "Microcomputers: Gateway to the Future", co-sponsored by the California Academic and Research Librarians (CARL) and UC Berkeley Library School Alumni Association, October 29, 1982.

### Betty Schneider (IIR)

#### Publications

"Public-Sector Labor Legislation – An Evolutionary Analysis," in Jean Baderschneider, Richard Block, and John Fossum, eds., *The Collective Bargaining Process* (Plano, Texas: Business Publications, Inc., 1983).

#### Professional Activities

Consultant, Labor Committee of the American Public Transit Association.

Member, Editorial Advisory Committee, *Industrial Relations*.

Member, Industrial Relations Research Association, Society of Professionals in Dispute Resolution, and International Society for Labor Law and Social Legislation.

Editor, *California Public Employee Relations*.

**Barry M. Staw (Business Administration)****Publications**

“Counterforces to Change,” in P. Goodman, ed., *Change in Organizations* (San Francisco: Jossey-Bass, 1982).

“Proximal and Distal Measures of Individual Impact,” in F. Landy and S. Zedeck, eds., *Performance Evaluation* (Lawrence Erlbaum, 1983).

“Ni Hao: Some Reflections on Teaching Organizational Behavior in China,” *Exchange: The Organizational Behavior Teaching Journal*, 7, 1982, 8-11.

*Research in Organizational Behavior*: Vol. 4 (JAI Press, 1982), edited with L. L. Cummings.

*Research in Organizational Behavior*: Vol. 5 (JAI Press, 1983), edited with L. L. Cummings.

**George Strauss (Business Administration)****Publications**

“Bridging the Gap Between Industrial Relations and Conflict Management,” in Gerard Bowers and Richard Peterson, eds., *Industrial Relations and Conflict Management* (Boston: Kluwer-Nijhoff, 1982), 1-32.

“Personnel Management: Prospect for the Eighties,” in Kendrith M. Rowland and Gerald R. Ferris, eds., *Personnel Management* (Boston: Allyn and Bacon, 1982), 504-544.

Book Review: IDE International Research Group, *Industrial Democracy in Europe* (Oxford: Oxford University Press, 1981), reviewed in *Organizational Studies*, 3 (1982), 375-376.

**Professional Activities**

Presented paper on “Recent Developments in U.S. Industrial Relations and Their Meaning for Ireland” at University College, Dublin, September 7, 1982.

Conference summarizer, conference on “The Future of Industrial Relations,” Institute of Industrial Relations, U.C. Berkeley, October 8-9, 1982.

Lectured on “The Early History of the Organizational Development Movement” at the San Francisco Chapter, American Society of Training Directors, January 13, 1983.

Session chair and speaker, Conference on Union Democracy sponsored by Association for Union Democracy, Boalt Hall, April 24, 1983.

Lectured on “Givebacks and Worker Directors: Is the U. S. Moving Toward Codetermination?” at International Conference on Organizational Democracy, June 23, 1983.

**Harold L. Wilensky (Political Science)****Publications**

“Democratic Corporatism, Consensus, and Social Policy: Reflections on Changing Values and the ‘Crisis’ of the Welfare State,” in *The Welfare State in Crisis* (Paris: Organization for Economic Cooperation and Development, 1981), 185-195.

“Ideology, Education, and Social Security,” in I. Garfinkel, ed., *Income-Tested Transfer Programs: The Case For and Against* (N.Y.: Academic Press, 1982), 166-173.

“Political Legitimacy and Consensus: Missing Variables in the Assessment of Social Policy,” in *Evaluating the Welfare State* (N.Y.: Academic Press, 1983), 51-75.

“Preface” to the Japanese edition of *The Welfare State and Equality* (Bokutakusha, 1983).

**Professional Activities**

Lectured on “Spending, Taxing, and Real Welfare Outputs” at Center for Advanced Study in the Behavioral Sciences, Palo Alto, May 17, 1982.

Presented paper on “Neo-Conservatism and Neo-Marxism: An Odd Convergence in the Evaluation of Public Policies” at Congress of International Sociological Association, Mexico City, August 15-21, 1982.

Presented paper on “What Fiscal Crisis? Economic Effects of Social Spending,” American Sociological Association, September 8, 1982. Also served on 1982 American Sociological Association Program Committee.

Consulted with subcommittee on Basic Research in Behavioral and Social Science, National Research Council, regarding research on work, aging, and social security, September 10, 1982.

Participated in conference and final panel on “Social Welfare and the Social Services, USA/USSR, U.C. Berkeley, November 12-14, 1982.

Lectured on “Paths of Development of Rich Democracies,” University of Chicago, Political Science and Sociology Departments and Center for Study of Industrial Societies, May 17, 1983.

Lectured on “Taxing, Spending, and Backlash: Reagan and Thatcher in Comparative Perspective,” U.C. Survey Research Center, May 23, 1983.

Advised Berlin Science Center on Study of Comparative Public Policy, Berlin, W. Germany, June 19-24, 1983.

**Earl Wyman (IIR)****Professional Activities**

Appointed to Board of Directors, Northern California Human Relations Council (NCHRC) in November 1982. Elected to a 3-year term June 1983.

Appointed Hearing Officer, U.C. Berkeley, 1982.

Admitted to roster of arbitrators, American Arbitration Association, 1982.

Guest lectured at: University of Illinois (Champaign campus), University of Wisconsin (Madison, Milwaukee, Green Bay, and Oshkosh campuses), Michigan State University, Iowa State University, and St. Mary's College (Moraga, Ca.).

Addressed Annual Meeting of Midwest Newspaper Editors Association, Madison, Wisconsin, 1983.

**Sheldon Zedeck (Psychology)****Publications**

*Performance Measurement and Theory* (Hillsdale, N.J.: Lawrence Erlbaum, 1983).

"Performance Appraisal Decisions as a Function of Rater Training and Purpose of the Appraisal," *Journal of Applied Psychology*, 67, 1982, 752-758. (With W. F. Cascio.)

"Explaining Performance Variability, Contributions of Goal Setting, Task Characteristics, and Evaluative Contexts," *Journal of Applied Psychology*, 67, 1982, 759-768. (With S. E. Jackson.)

**Professional Activities**

Presented paper on "Resolving Compensation Disputes with Three-Party Job Evaluation," at the International Association of Applied Psychology, Edinburgh, Scotland, July 1982. (With M. R. Blood and W. K. Graham.)

Discussant in symposium on "Methods for Investigating the Rating Process," American Psychological Association meetings, Washington, D.C., August 1982.

## CENTER FOR LABOR RESEARCH AND EDUCATION

Since the readership of the annual report changes over time, a summary of the basic goals of the Labor Center and its guidelines as worked out nearly twenty years ago between representatives of the California Labor Federation, AFL-CIO and the University seems worthwhile including in this year's report, together with an account of specific activities.

### Summary of the Goals of the Center for Labor Research and Education

1. The principal goal and purpose of the Labor Center is to focus on the development, implementation and conduct of labor education programs.

2. In this connection, it is the responsibility of the Labor Center, in cooperation with other divisions of the University and its resources, to expand research services of a nonadversary character which will adequately and fully reflect the continuing requirements of the labor community.

3. The Labor Center formulates educational programs to meet the needs of existing leadership, new leadership and union members. To this end, three basic types of training programs of a comprehensive nature have been developed.

- Training in basic unionism for membership and existing leadership.
- Training in union administration, collective bargaining, legislated programs and community relations for emerging and existing leadership.
- Professional and academic training for leadership and staff officials.

These programs are obviously not mutually exclusive.

4. The guidelines for fulfilling these objectives cut across all labor programs offered. These guidelines involve tailoring all programs to individual and specific needs but with an effort to provide an interlocking continuity and development from one level of training to another.

Every effort is made to undertake programs for the training of instructors, particularly instructors drawn from the labor movement itself. It is essential that both the labor movement and the University commit resources for the success of this effort. The aim is to assist labor organizations in the development of their own labor education programs.

5. Research is an essential component of the Labor Center's activity, including the collection, analysis, and communication of information on policy issues of interest to organized labor. Conferences and seminars are organized to give focus to the research.

6. Efforts continue to be made to develop innovative programs such as the Labor Studies Programs in community colleges, the Labor Occupational Health Program, and similar efforts to pioneer imaginative and timely approaches to meet the challenges of a changing society.

7. The Labor Center has already compiled an impressive list of publications, particularly the books, pamphlets, films and other training materials developed by the Labor Occupational Health Program.

Changing conditions in society, the layoffs of millions of workers and the accelerated pace of plant closings, the impact of new technology, have all had a pronounced effect on the demands made upon the Labor Center for new kinds of research, new kinds of programs to meet the educational and research needs of the labor community.

The basic classes in stewards training, collective bargaining and grievance handling continue to be requested and are well attended and the evaluations by students are enthusiastic. By now issues of pension plans, health care programs, comparable worth, child care have become standard requirements in the planning and scheduling of activities.

The approach of the Center is somewhat revised from that of previous years. A plan of work is developed a year in advance. Last year 22 programs were developed with a wide range of issues. Then the other programs for stewards and leadership training which come in upon the basis of requests from specific unions, are fitted around the fixed schedule.

Thus, the planned work for 1983 includes the following:

1. Mini-Computers for Local Unions
2. Labor Law Workshop Series
3. Songs of Labor, Social and Political Protest
4. Training Your Shop Stewards
5. The Future of Collective Bargaining
6. Grievance Handling and Arbitration
7. Technological Change: Meeting the Impact
8. Parliamentary Procedure
9. Mediation: Using the Process Effectively
10. Public Sector Pension Plans
11. Workers' Compensation in California
12. Controlling Health Care Costs
13. Union Structure and Administration
14. Organizing the Unorganized

**Other Labor Center Highlights Include:**

1. **Labor Center Reporter.** The Labor Center continues to publish occasional *Research Reports*. Two of the most noteworthy in this time period were *Labor and New Media Technology in the 1980s: A Union of Necessity* by Fred Glass. Also Teresa Ghilarducci did the major work of research for a publication published by the State of California analyzing public pension plans entitled *Investments of California's Public Sector Pension Funds*.

In addition to these Research Reports, the Labor Center Reporter, which was started in 1977, involves a series of shorter reports, most of which are written by Institute graduate students. These are mailed to over 1000 unions. So popular have these become that unions are now helping to defray the expense of publication. These one- or two-page articles are designed for reproduction in union publications or for use in union educational programs. During this year, 33 issues were published.

2. **Consulting and Counseling.** The staff of the Labor Center are all engaged in continuous consultation with the labor community and the general public. This work may only involve questions of where to go to get detailed information to discussions of an exceedingly complex nature

involving pension plans, cost-of-living clauses, health and welfare, legal problems such as the duty of fair representation, employee rights to representation and related matters.

All this work is done without remuneration and also conforms to the guidelines for the Labor Center which contain the requirement of noninterference in the internal affairs of unions and that the Center's activities be "nonadversarial."

Many students, graduate and otherwise, seek the help and the assistance of the staff as well.

3. **Community College Labor Studies.** The labor studies classes in the Bay Area which have grown out of the original pioneering work of the Labor Center, now involve full time coordinators and a large faculty of teachers employed part time who teach classes at Merritt, San Jose, San Francisco, Contra Costa, and San Mateo Community Colleges. The Labor Center staff continues to be very active in developing new materials, counseling and advising and maintaining functional links with these classes in labor education. Some of the coordinators at the Center also comprise part of the faculty for these classes.

4. **Publications.** The highly successful manual *Practical Economics for Trade Unionists* has been followed by another publication, *Plant Closings and Technological Change: A Guide for Union Negotiators*. This manual has also obtained wide circulation in the labor community and elsewhere.

These two monographs are the first two in a series that have been planned by the staff.

5. **Other Activities.** The Labor Center continues to work closely with the California Labor Federation, assisting with the annual scholarship competition. The Federation awards 35 scholarships to California high school seniors each year and the Labor Center carries the responsibility of preparing and judging 2000 or more applications in the form of written examinations.

A continual stream of visitors from all parts of the world including trade unionists and government officials are welcomed by the staff and very valuable information exchanges take place.

## LABOR CENTER PROGRAMS

1982-1983

DATE	SUBJECT	UNION(S)	ATTENDANCE
7/16/1982	Collective Bargaining	Northern California Printing Trades Council	100
7/25-30	Institute for Union Women	Multi-union; Eugene, Oregon	25
7/25-29	Collective Bargaining	Flight Attendants; San Francisco	18
7/29-30	The California Labor Code	United Farmworkers; Delano	60
7/30-31	Techniques of Organizing	Communications Workers of America, Local 9410	35
8/21	Stewards Training	International Brotherhood of Electrical Workers, Local 1245; Pacifica	33
8/23	Stewards Training	United Auto Workers, Local 76	15
8/24-25	Stewards Training	Communications Workers of America, Local 9423; San Jose	29
8/27	Women in the Workforce	Multi-union; San Francisco	45
8/28	Stewards Training	International Brotherhood of Electrical Workers, Local 1245; Salinas	32
8/31-9/1	Communications	Multi-union; Berkeley	15
9/11	Stewards Training	International Brotherhood of Electrical Workers, Local 1245; Chico	67
9/13-17	Stewards Training	Communications Workers of America, Local 9421; Sacramento	29
9/23-24	Collective Bargaining Techniques	Office and Professional Employees International Union, Local 29	50
9/24-25	Reaganomics	Multi-union; San Francisco	15
9/29	Agency Shop	Multi-union; Berkeley	15
10/2	Stewards Training	International Federation of Professional and Technical Engineers, Local 21, San Francisco	20
10/6	Unemployment Insurance	Multi-union; San Francisco	17
10/8 & 14	Labor Films	Service Employees International Union; Oakland	45
10/12	Impasse Procedures	International Brotherhood of Teamsters; San Francisco	20

10/12-14	Stewards Training	Communications Workers of America, Local 9414	17
10/14-16	California Public Pensions	Multi-union; Sacramento	110
10/15-17	Women's Conference: Communications Skills	Communications Workers of America, District 9	100
10/16	Stewards Training	International Federation of Professional and Technical Engineers, Local 21	20
10/18-19	Fact Finding	Communications Workers of America, Local 9421	29
10/18-22	Leadership Training	Flight Attendants	15
10/20	Parliamentary Procedure	Multi-union	22
10/23	Stewards Training	International Brotherhood of Electrical Workers, Local 1245	63
10/29-30	Fact Finding	Communications Workers of America, Local 9413	37
10/30	Stewards Training	Service Employees International Union, Local 660	50
11/3-4	Stewards Training	California Teacher's Association	20
11/5	Building Trades Update	Multi-union	35
11/5-6	Stewards Training	Office and Professional Employees International Union	35
11/6	Parliamentary Procedure	Multi-union	35
11/15-19	Grievance Arbitration	Multi-union	16
11/20	Stewards Training	Service Employees International Union	50
11/30-12/1	Conflict Resolution	Communications Workers of America, District 9	35
12/4	Stewards Training	International Brotherhood of Electrical Workers, Local 1245	58
12/5-10	Collective Bargaining	Multi-union (With the George Meany Center for Labor Studies)	22
1/19/83	Time Planning	Multi-union	17
1/19	Collective Bargaining	American Federation of Musicians	12
1/21-22	Stewards Training	American Postal Workers Union	25
1/25	Time Management	Laborer's International Union	150
1/23-27	Pension Bargaining	Multi-union (With the George Meany Center for Labor Studies)	15

			23
1/29	Stewards Training	Service Employees International Union, Local 35	35
2/7-9	Union Organizing	Multi-union	27
2/12	Collective Bargaining	United Professors of California	52
2/17-18	Fact Finding	Communications Workers of America, Local 9430	25
2/23	Cost of Living	Multi-union	6
2/24-25	Fact Finding	Communications Workers of America, Local 9409	25
2/24-25	Workers Compensation	Multi-union	85
3/3	Stewards Training	Service Employees International Union, Local 87	10
3/5	Stewards Training	United Professors of California	35
3/19	Leadership Training	California School Employees Association	45
3/23-24	Cost Your Contract	Multi-union	20
3/25-26	Stewards Training	Office and Professional Employees, Local 29	28
3/31	Collective Bargaining	International Longshoremen and Warehousemen's Union	22
4/5-6	Health Plan Purchasers	Labor-Management	100
4/5-8	Mini-Computers	Multi-union	35
4/7 & 14	Stewards Training	Service Employees International Union, Local 18	10
4/23	Leadership Training	International Brotherhood of Teamsters, Local 315	35
5/4-6	Advanced Stewards Training	Communications Workers of America, Local 9421	30
5/4 & 11	Stewards Training	Service Employees International Union, Local 22	45
5/10-13	Public Speaking	Communications Workers of America; District 9	16
5/18	Organizing	Communications Workers of America; Kansas City, Missouri	98
5/20	Women in the Workforce	Multi-union	100
5/26	Unemployment Insurance	International Longshoremen's and Warehousemen's Union, Local 6	25

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5/25	Dispute Resolution	Multi-union	16
5/26	Time Management	Service Employees International Union, Local 535	15
5/28	Women in Non-Traditional Work	Multi-union	50
Spring, 1983	Leadership Training	Service Employees International Union, Local 390/400	45

## LABOR OCCUPATIONAL HEALTH PROGRAM

Established in 1974 by the Institute's Center for Labor Research and Education, the Labor Occupational Health Program (LOHP) offers a wide range of workplace safety and health services, including training sessions, conferences, publications, audiovisual materials, technical assistance, and a resource library.

With the passage of the federal and California Occupational Safety and Health Acts in the early 1970s, considerable interest and concern developed within the labor community regarding safety and health on the job. During its nine years as a component of the Labor Center, LOHP has helped fill the demand for information and assistance. LOHP's services are offered to California unions, their members, other worker groups, joint labor-management committees, health and legal professionals, students, similar university programs throughout the U.S., public interest groups, and the general public .

Originally funded by the Ford Foundation, LOHP has now 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 the environmental quality of the workplace.

LOHP also received limited supplementary funding in 1982-83 from the "New Directions" program of the U.S. Department of Labor, Occupational Safety and Health Administration. Another, increasingly important, source of support was income generated both from conferences and from sales of publications and audiovisual materials.

Funding was also provided by 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 enabled LOHP to establish a new component, designed to sponsor and coordinate Continuing Education programs in occupational health and safety for health professionals.

LOHP's research, training, and publishing activities during 1982-83 focused on industries such as agriculture, foundries, chemical, hospitals, and white collar. Special emphasis was placed on researching carcinogens in these areas, as well as on issues such as 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 1982-83 included Gene Darling, Editorial and Administrative Assistant; Anne Maramba-Ferrell, Secretary; Lela Morris, Continuing Education Coordinator; Brenda Presley, Labor Coordinator; Patricia Quinlan, Industrial Hygienist; Susan Salisbury, Librarian; and Lula Simmons, Labor Education Intern. 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 worked for LOHP during portions of the year.

## Publications, Films, and Educational Materials

Since 1974, LOHP has published a regular health and safety newsletter, *Monitor*, which is distributed to about 3,000 individuals, unions, labor editors, health and safety professionals, libraries, and other institutions and organizations. Although most subscribers are in California, there are subscriptions from throughout the U.S. and abroad. *Monitor* excerpts significant occupational 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. Although *Monitor* was reduced in size due to funding limitations in 1981-82, it returned during 1982-83 to a format close to the original.

The numerous books and pamphlets developed by LOHP over the years continue to be in demand. Orders are received from around the world. Fact sheets, articles, papers, and packets of reprints on specific topics are also sold. Continuing among LOHP's "best sellers" in 1982-83 were the books *Getting the Facts*, a guide to health and safety library development with an extensive bibliography, and *Workplace Health and Safety: A Guide to Collective Bargaining*. An information packet on hazards of video display terminals was also distributed widely.

New publications issued during 1982-83 included *Health and Safety Handbook for Local Unions*, a 100-page paperback guide in question and answer format, intended to assist union health and safety representatives, business agents, shop stewards, and members in solving workplace health and safety problems. New materials packets were issued in connection with the conferences on California's Right to Know Law and on Workers' Compensation. The *Labor Educator's Health and Safety Manual* is complete and is being issued in conjunction with the September 1983 week-long LOHP Intensive Training Course for Union Representatives, as is its accompanying set of resource materials, *Everything You Ever Wanted to Know About Health and Safety*.

Currently scheduled for release in late 1983 are two other major publications. *Fruits of Your Labor: A Guide to Pesticide Hazards for California Field Workers* will be a guide to health hazards associated with field exposures to specific California pesticides. *Health and Safety Issues Commonly Faced by Farmworkers: Answers to 67 Most Frequently Asked Questions*, a companion piece to *Fruits of Your Labor*, answers questions about field hazards, workers' rights, protective measures, and union action. Also in preparation are information packets on indoor air pollution, child care workers, joint labor-management health and safety committees, and carcinogens.

LOHP's audiovisual materials remain popular. Three documentary motion pictures, "Working Steel," "Working For Your Life," and "Another Day's Living," together with four slide-tape modules on the construction industry, are distributed extensively. Two additional slide-tape shows were issued during 1982-83: "Pink Collar," which details the hazards of clerical work; and "Danger: PCBs!" A slide-tape show on "How Hazards Affect the Body" will be released in late 1983.

All available LOHP printed and audiovisual materials are described in the new *LOHP Catalog*, an 8-page, illustrated publication which has been circulated to a worldwide mailing list of over 10,000.

## Conferences and Other Educational Sessions

LOHP conducted three major conferences during 1982-83:

1. "Your Right to Know About Hazards on the Job," co-sponsored by LOHP and the State Health Department's Hazard Evaluation System and Information Service (HESIS), was held on October 1, 1982 at the Health Department in Berkeley. Over 150 union and management representatives, professionals, students and others attended the full-day conference, focusing on the new California "worker right to know" law (SB 1874.)

2. More than 75 trade unionists and others attended "Workers' Compensation in California" on the Berkeley campus February 25-26, 1983. Co-sponsored by LOHP and the Center for Labor Research and Education, the two-day conference featured speakers on the history, recent improvements, and operation of the workers' compensation system in California. Reform strategies were also explored, and a panel discussion was held on union approaches to the issue.

3. The annual "Intensive Training Course for Union Representatives" was held the week of September 12-16, 1983 at the Institute. Repeating similar successful courses given for the past two years, this week-long training provided comprehensive health and safety information and exposed the participating labor practitioners to education techniques which can be used within their unions.

LOHP staff also provided several health and safety courses during 1982-83 through the Labor Studies Departments of local community colleges. In October and November 1982, a weekly six-session evening course was offered on "Office Workers' Health Hazards" in conjunction with Merritt College (Oakland) Labor Studies. From August through December 1982, an 18-week evening course in "Occupational Health and Safety for Workers" was presented at San Jose City College. Later, from April through June 1983, a four-session series of classes was offered through Merritt College Labor Studies on specific topics of interest: health and safety committees, legal issues in health and safety, indoor air pollution, and collective bargaining issues in health and safety.

Another major educational activity during the year was a week-long course, "Petroleum and Petrochemical Industry Hazards," for 30 labor and management participants from the California petrochemical industry. Held at the U.C. Berkeley Faculty Club from January 24-28, 1983, this advanced training included such topics as refinery and petrochemical hazards, workplace monitoring, toxicology, epidemiology, hazard control, health and safety committees, legal rights, and equipment demonstrations. This type of training is given periodically under terms of union contracts with several California petrochemical firms.

During 1982-83, LOHP also sponsored or participated in numerous training sessions for specific occupations or industries, as well as cross-industry training sessions on specific issues. Unions for which training was done included the Communications Workers of America; the International Association of Machinists; the American Federation of State, County and Municipal Employees; and the Federated Firefighters of California. Cross-industry issues on which training was presented included hazards of video display terminals, indoor air pollution, and the right to know.

Finally, LOHP staff made approximately 50 presentations on various aspects of health and safety before a wide variety of groups, both in California and elsewhere. Particularly noteworthy

were presentations at the Washington State AFL-CIO Women's Conference in November 1982 by Robin Baker; at an international conference, "Working Conditions and Women's Health," at the University of Quebec at Montreal in May 1983 by Patricia Quinlan; and at the University and College Labor Education Association Western Regional Summer Institute for Union Women in Santa Barbara in August 1983, by several staff members.

### **Continuing Education**

LOHP also sponsored or co-sponsored several Continuing Education classes for health professionals as part of the new NIOSH Educational Resource Center activity. The year began with two short courses in January 1983, co-sponsored with the University of Southern California, Institute of Safety and Systems Management. "Sampling Strategies," a three-day course January 17-19, attracted nearly 20 participants to the ASUC Student Union Building on the Berkeley campus. "Industrial Hygiene and Safety Applications of Microcomputers" on January 20-21 attracted 25 to the U.C. Berkeley Faculty Club.

"Cancer in the Black Community: Prevention, Treatment, and Follow-up: A Multidisciplinary Approach" was offered to over 60 participants on January 28 at the West Berkeley Health Center. Co-sponsored with the Bay Area Black Nurses Association and the Alameda County Unit of the American Cancer Society, this symposium covered the epidemic of cancer in the black community, where both the cancer incidence rate and the cancer death rate are higher than among whites.

More than 30 attended "A Symposium on Occupational Lung Disease" at the U.C. Extension Center in San Francisco on February 9. Co-sponsored with the American Lung Association of San Francisco and the Occupational Health Clinic at San Francisco General Hospital, this symposium considered occupational asthma, asbestos-related disease, and other lung ailments. There were also equipment demonstrations.

"Fundamentals of Industrial Hygiene for Non-Industrial Hygienists" was a two-day course offered March 3-4 at the U.C. Extension Center in San Francisco, co-sponsored with U.C. Berkeley Extension and drawing more than 30.

All Continuing Education Courses offered credit hours for health professionals, but were also attended on a noncredit basis by students, union and management representatives, and others. LOHP plans an even more extensive Continuing Education program in 1983-84.

### **Other Activities**

**Technical Assistance.** Services were provided to a wide range of unions, other organizations, and individuals during 1982-83. Assistance included hazard recognition and abatement in specific situations, collective bargaining information and advice, legal rights, medical referrals, health and safety committee structure and function, and related topics.

LOHP played a particularly important role in assisting three local health and safety groups — the Indoor Air Pollution Coalition, the Video Display Terminal Coalition, and the Bay Area Committee on Occupational Safety and Health. To varying degrees, these labor groups were able to utilize LOHP meeting space, office services, and professional staff advice. LOHP staff assisted the Indoor Air Pollution Coalition in surveying office workplace conditions and in formulating proposals for state action on the problem. For the Video Display Terminal Coalition, which now has

obtained its own grant funding and staff position, LOHP provided premises for a resource center and advice and assistance with a regular newsletter. LOHP staff also worked with the Bay Area Committee on Occupational Safety and Health on a project to disseminate information on the state "right to know" law and on a more recent project to analyze proposed cuts in the state Department of Industrial Relations.

**Resource Center.** The LOHP Library continued to serve the needs of labor organizations, workers, health and safety committee members, researchers, students, LOHP and Institute staff, and other interested individuals during 1982-83. Containing over 2,000 books, pamphlets, and periodical titles as well as thousands of articles and clippings, the library is staffed part of each day and open to the public during LOHP's regular business hours. Reference questions are also taken by telephone. The collection is particularly strong in the areas of hazard identification and control, standards, women's issues, and labor relations. Library materials do not circulate.

During 1982-83, the Video Display Terminal Coalition was provided space to house its own extensive and unique collection in the LOHP Library, and these materials are available for inspection by visitors.

## CENTER FOR MANAGEMENT PROGRAMS

The Center for Management Programs, despite a recessionary economy which has severely affected the training budgets of public and private sector employers, experienced an expansion of its programs and an increase in participants in those programs.

The focus in 1982-83 – as in 1981-82 – was on standard management training and development programs which enabled the Institute to utilize its unique competence in industrial relations and human resources management, i.e., collective bargaining, contract administration, employment law, and related areas of personnel administration. Most programs were of the workshop, or “how to,” format, i.e., limited enrollments, maximum participant interaction, case studies, and role playing.

A significant departure from the public subscription program approach was represented by the Center’s fulfillment of a contract with the Bay Area Rapid Transit District (BART) to provide an one-site human resources development program for the District’s approximately 250 top, middle and first level managers. The project – 10 week-long programs for first level management, two week-long programs for middle management, and a three-day unit for top management – exposed participants to planning, organizing, staffing, leadership styles, management-by-objectives, applied motivational concepts, organizational communications, performance standards and appraisal, and organizational strategy and design. A follow-up BART program – a joint labor-management series designed by the Management and Labor Centers – is scheduled for the 1983-84 academic year.

Together with the Center for Labor Research and Education, the Center for Management Programs co-sponsored a major program on health care cost containment in Sacramento which was attended by public and private sector labor and management representatives. A second off-campus program developed and conducted by the Center involved a two-day seminar on employee interviewing and selection techniques for operating department managers of the Sacramento Bee newspaper.

## MANAGEMENT CENTER PROGRAMS

**1982 - 1983**

<b>Subject</b>	<b>Dates</b>	<b>Location</b>
Managing Your Labor Relations... With Confidence	July 11-16, 1982	The Hilton Inn Monterey
Complaints, Grievances, Work Rules and Organizational Discipline	September 13-14, 1982	The Holiday Inn Emeryville
Collective Bargaining: Tactics, Techniques, and Table Manners	September 20-22, 1982	Jack Tar Hotel San Francisco
Computing the Cost Impact of Collective Bargaining & The Labor Contract	September 23, 1982	Jack Tar Hotel San Francisco
Employee Relations Skills for First Level Managers	September 29 - October 1, 1982	The Dunfey Hotel San Mateo
Plaintiff, Defendant, Witness: An Advanced Course in Employment Discrimination Law	October 25, 1982	Cathedral Hill Hotel San Francisco
The 1983 Symposium on Employment Law	December 16-17, 1982	Cathedral Hill Hotel San Francisco
Basic Employment Interviewing Concepts and Skills	January 11-12, 1983	Sacramento Bee Sacramento
Employee Relations Skills for First Level Managers	January 19-21, 1983	Oakland Airport Hilton Inn, Oakland
"MBO" for the Human Resources Function	February 8, 1983	Holiday Inn Emeryville
Discipline: Due Process or Disaster	February 8, 1983	Oakland Airport Hilton Oakland
Basic Employment Interviewing Concepts and Skills	February 9-10, 1983	Cathedral Hill Hotel San Francisco
The New Role of Health Plan Purchasers	April 5-6, 1983	Woodlake Inn Sacramento
Collective Bargaining: Tactics, Techniques, and Table Manners	April 19-21, 1983	Cathedral Hill Hotel San Francisco
Organizational Discipline: Meeting <i>Today's</i> Due Process Standards	May 24, 1983	Holiday Inn Emeryville
Affirmative Action Under the Reagan Administration: New Substance, New Form	June 22, 1983	Holiday Inn Emeryville

## THE CALIFORNIA PUBLIC EMPLOYEE RELATIONS PROGRAM

Proposition 13, the 1978 property tax initiative, had an increasingly severe impact on California government in 1982-83. Over the 1978-82 period, state population increased 10 per cent, nonagricultural employment increased 9 per cent, but state and local government employment declined 2 per cent and expenditures dropped 4 per cent on an inflation-adjusted per capita basis. The result was an intensification of strain in collective bargaining relationships as public sector labor and management attempted to deal with the impact of cutbacks in public services, employment, and compensation.

In this difficult environment, the CPER Program continued to pursue its policy of rapidly and flexibly meeting the practitioners' specific information needs. Publication activities were particularly directed to bargaining innovations in such areas as layoffs, work furloughs, job-sharing, pay and benefit structures, productivity, and labor-management cooperation schemes. In addition, attention was given to special concerns such as due process, disability retirement, and changes in the law on strikes.

### The CPER 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 by a general publication program rather than 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 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 journal; 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*, *Special Reporting Series*, and *Annual Index*.

*The CPER Quarterly*. Now in its 15th year, the *CPER Quarterly* includes full coverage and analysis of developments in California public sector labor relations. Included in each issue are analytical articles, case studies, legal analyses, news reports, abstracts of PERB decisions, a log of arbitrators' awards indexed by subject matter, an open forum section, and reprints of documents. Normally about 80 pages, the publication is used throughout the state as an authoritative source for negotiations, litigation, legislation, educational programs, and academic research.

Over the 1982-83 year, the quarterly ran a series of major articles on a wide range of subjects of current interest. In line with CPER's policy of making the Program a cooperative community effort to the extent possible, contributions from practitioners are encouraged. As a result, several lead articles were written by practitioners last year, in addition to those by staff members:

#### *September 1982:*

- “The Public Safety Officers Procedural Bill of Rights: An Analysis” (Jeffrey C. Freedman of Goldstein, Freedman & Klepetar, Los Angeles)
- “Free Speech in the Public Sector” (staff of the Midwest Center for Public Sector Labor Relations)
- “Labor Relations in Transit: A State or Federal Question? (Bonnie Bogue, CPER staff)

#### *December 1982:*

- “The ‘Liberty Interest’ Doctrine and Due Process in California” (Anthony R. Strauss, Assistant County Counsel, County of Ventura)
- “A Report on Quality Circles” (Craig Smith, Training Officer, County of Sacramento)

#### *March 1983:*

- “The Right to Strike: A Comment on New PERB Cases (Marty Morgenstern, Member, Public Employment Relations Board)
- “PERB Issues Modesto, Rio Hondo Strike Decisions” (Dave Bowen and Bonnie Bogue, CPER staff)
- “Negotiating School Layoffs: A Legal View (Larry J. Frierson and Bruce A. Barsook of Liebert, Cassidy & Frierson, Los Angeles)
- “Court Interpretations of the Meyers-Milias-Brown Act” (E. Luis Saenz, attorney for the California School Employees Association)
- “Labor Looks at Quality Circles” (Robert Striegel, Communications Specialist, California State Employees Association)

*June 1983:*

- “Public Safety Interest Arbitration: The Oregon Experience” (James J. Gallagher, Labor Education and Research Center, University of Oregon)
- “Disability Retirement and the ‘Substantial Inability’ Test” (Thomas Allen Aceituno, Staff Counsel, Public Employees Retirement System)
- “San Jose Schools Face Financial Disaster” (Dave Bowen, CPER staff)
- “Two Counties Implement Work Furlough Plans” (Marla Taylor, CPER staff)
- “Quality Circles in Yolo County” (Anne Solem, Staff Development Coordinator, Yolo County)
- “‘Integrative Bargaining’ in California Public Schools” (Michael J. Millerick, Employment Relations Coordinator, Elk Grove Unified School District)

A substantial part of each issue of the quarterly 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. In 1982-83, 151 pages were devoted to such articles.

Synopses of all cases issued by PERB during the year were prepared by the staff and printed, as were summaries of key decisions by public sector arbitrators (a total of 74 pages).

***Special Reporting Series.*** The practitioners’ need for immediate information on events which occur between issues of the quarterly continues to be met by publication of the *SRS*. This year the service included reports on the state Supreme Court’s ruling on scope of bargaining in school districts, a state Court of Appeal ruling on the duty to bargain, and three U.S. Supreme Court decisions (two interpreting free speech rights in collective bargaining situations and one interpreting the application of the federal Age Discrimination in Employment Act to state and local government employers).

***Annual Index.*** Feedback from users shows an increased need for fairly sophisticated research tools. In 1982-83, further improvements were made in the *CPER Annual Index*, including the annual supplement to *The CPER Cumulative Table of Cases*, with the assistance of Gwendolyn Lloyd, Emeritus Librarian of the Institute.

### **Occasional Publications**

CPER has published five monographs since 1977 on specific subject areas. The most popular -- *Affirmative Action Versus Seniority – Is Conflict Inevitable?* – is now out of print. Owing to continuing strong demand, an updated version is in preparation. Also underway is a study of the strike in California’s public sector; this monograph will analyze strike experience since 1970 (based on CPER compilations) and the evolution of strike policy as set forth in the legislature, courts, and PERB.

### **Reference and Consultation**

Direct access to the CPER staff is considered to be one of the Program’s more important offerings. For example, approximately 140 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; and university students.

The staff also spent considerable time assisting other persons and groups. For example, research questions were handled for central government agencies (Attorney General, Department of Personnel Administration, Legislative Analyst, Public Employment Relations Board, State Mediation and Conciliation Service); legislative offices (Assembly Committee on Public Employees and Retirement, Republican Caucus, Senate Finance Committee); academicians (CSU-Hayward, USC, University of Texas); news media (*Berkeley Gazette*, *Business Week*, Channel 7-L.A., Channel 47-Fresno, *Daily Californian*, *L.A. Times*, *Modesto Bee*, *S.F. Examiner*, *U.C.-S.F. Synapse*; and others (Business and Government Library of Oakland, Zellerbach Family Fund).

### **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 Management 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; Clara Stern, Librarian; Sharon Melnyk, Circulation Manager; Shizuko Okino, Staff Assistant; Margaret Cunningham, J.D., Associate; and Gwendolyn Lloyd, Index Consultant.

## STUDENT ACTIVITY

Thirty-seven graduate students were associated with the Institute during 1982-83, of which 28 were employed as Research Assistants and nine occupied office space but were not financially connected. One student held a Social Science Research Council Doctoral Dissertation grant. The Research Assistants were assigned mostly to individual faculty members, although one assisted with editing the journal, *Industrial Relations*, and two were assigned generally to the Labor Center.

For the first time, some faculty were limited in the allocation granted them for research assistance because of budgetary stringency. 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 for 1983-84.

Doctoral dissertations completed during 1982-83 by students affiliated with the Institute are:

Stephen Cecchetti (Economics), "Coping With Inflation: Essays on Contracting and the Frequency of Price Adjustments."

Elizabeth Savoca (Economics), "An Analysis of the Impact of Changing Job Structure on Aggregate Wages and Unemployment."

The following is a list of graduate students who were affiliated with the Institute during 1982-83:

Name	Department	Name	Department
Rebecca Jo Blair	Business Admin.	Stephen Gold	Sociology
Warren Boeker	Business Admin.	Dan Hagen	Economics
Nakiye Boyacigiller	Business Admin.	Julia Hansen	Economics
Charles Capper	History	Yang chung Paul Huo	Business Admin.
Jennifer Chatman	Business Admin.	Thomas Janoski	Sociology
Isaac Cohen	History	James Jasper	Sociology
Barbara Dohrn	Business Admin.	Thomas Larson	Economics
Lupe Friez	Economics	Anne Lawrence	Sociology
Teresa Ghilarducci	Economics	Kathryn Marshall	Economics
Martin Gilens	Sociology	Christopher Martin	Economics
Lori Gladstein	Economics	Pamela McKechnie	Business Admin.

Name	Department	Name	Department
Katherine Mooney	Sociology	Brian Ross	Law
Paul Ong	Economics	Christopher Ruhm	Economics
James Peoples	Economics	Benjamin Schneider	Political Science
Vickie Podberesky	Business Admin.	Elaine Sorensen	Economics
Amelia Preece	Economics	Nancy Spencer	Business Admin.
Sheila Puffer	Business Admin.	Howard Tokunaga	Psychology
Jamie Robinson	Economics	Gary Wagner	Business Admin.
		Douglas Wholey	Business Admin.

## INSTITUTE PUBLICATIONS

1982-1983

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 fifty cents 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
<b>Domestic</b>			
Individual	\$15.00	\$35.00	\$5.00
Institutions	\$20.00	\$50.00	\$7.00
<b>Foreign</b>			
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 1982-83 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 Special Reporting Series* (interim bulletins); *CPER Index* (general index, statutory index, table of cases, index of neutral's 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.

### *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 a year.

## **II. Faculty Reprint Series 1982-83**

- 447 "Threat-Rigidity Effects in Organizational Behavior: A Multilevel Analysis," by Barry Staw. Reprinted from *Administrative Science Quarterly* (1982).
- 448 "The Human Resources Approach to Management: Second-Generation Issues," by Raymond E. Miles. Reprinted from *Organizational Dynamics* (1982).
- 449 "Bridging the Gap Between Industrial Relations and Conflict Management: An Introduction," by George Strauss. Reprinted from *Conflict Management and Industrial Relations* (1982).
- 450 "Personnel Management: Prospect for the Eighties," by George Strauss. Reprinted from *Personnel Management* (1982).
- 451 "The Economic Consequences of Cognitive Dissonance," by George A. Akerlof and William T. Dickens. Reprinted from *The American Economic Review* (1982).
- 452 "The Commitment and Job Tenure of New Employees: Some Evidence of Postdecisional Justification," by Charles A. O'Reilly III and David F. Caldwell. Reprinted from *Administrative Science Quarterly* (1982).

- 453 "Political Legitimacy and Consensus: Missing Variables in the Assessment of Social Policy," by Harold L. Wilensky. Reprinted from *Evaluating the Welfare State: Social and Political Perspectives*, edited by S. E. Spirow and E. Yuchtman-Yaar (New York: Academic Press, 1983), pp. 51-74.
- 454 "The Effect of Company Campaigns of Certification Elections: Law and Reality Once Again," by William T. Dickens. Reprinted from *Industrial and Labor Relations Review* (1983).
- 455 "Unemployment Theory and Policy, 1946-1980," by Clair Brown. Reprinted from *Industrial Relations* (1983).

### III. Miscellaneous Publications

- 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

*Industrial Relations*, the Institute's academic journal, completed its twenty-second year of operation. The journal continues its broad focus, publishing articles on all aspects of the employment relationship. The Board of Editors is about equally divided between scholars from within the U.C. system and members drawn from institutions elsewhere.

The high point of the year for the journal's staff and readership was the appearance of our Spring issue, which was devoted to a special collection of invited papers dedicated to Lloyd Ulman to mark his retirement the previous year as Director of the Institute. This special enlarged edition contained ten papers by a cross-section of his former students and fellow scholars, from both here and abroad, on topics which well represented the broad range of Ulman's interests. In a special introduction, Clair Brown, Robert Flanagan, and George Strauss traced the outlines of Ulman's impressive academic achievements and his distinguished leadership of the Institute for 18 years.

Also of interest in the journal's pages this year was a retrospective on EEO policies and research, in which five nationally-known scholars reviewed major developments in the recent past and offered expert opinion on what the future may hold. Planned for the upcoming year are two more symposia. The first will be concerned with recent theoretical advances in the burgeoning field of Human Resource Management. The second, stimulated by a recent Institute conference on the future of U.S. industrial relations, will offer speculative papers on just what that future may be like.

The year was also marked by the initiation of a series of changes in the journal's editorial operation. In an effort to add to the journal's quality by broadening its appeal, the editors reorganized editorial duties by spreading them among several individuals, each of whom will be responsible for a given subject matter area. David Bowen, the journal's editor since 1977-78, will chair the sub-area of industrial relations. Board members Sara Behman and Clair Brown, with the aid of Lloyd Ulman, will oversee Labor Economics. David Brody, Professor of History at Davis, has agreed to join the board as head of a new Labor History division. Sociology-Political Science will be handled by Harold Wilensky, another board member who has given the journal many years of expert assistance. Finally, Sheldon Zedeck, also on the board for many years, has accepted editorial responsibilities for manuscripts in the general area of Personnel/Human Resources Management.

Statistics reflecting the journal's operation remain about the same. Our rejection rate is just above 85 per cent; circulation continues at around 2,200; and the journal's international appeal remains strong – one paper in five comes from abroad as does nearly 20 per cent of subscribers.

The Managing Editor is Barbara Porter. Katherine Mooney is the Assistant Editor, and Susan Moreland is the Circulation Manager.

## THE LIBRARY

This has been a good year for the library. It has maintained steady growth despite purchasing cutbacks, and some 1,100 items have been cataloged. This surprising "steady state" can be credited in large part to the generosity of faculty – active and emeriti – to other friends, to exchange arrangements with other university institutes and publishers, and to federal and California government agencies still able to distribute their publications free of charge. All publications which we catalog for the collection are included in the "New Acquisitions List" published by the library bi-monthly. Of special note in recent months has been the addition of the following gifts:

- a complete collection of productivity studies and related reports published by the Work in America Institute.
- the two-volume annotated catalog of 1,311 documentary photographs made by Dorothea Lange "in the midst of the Great Depression" and held now by the Library of Congress. The photographs themselves are reproduced on 17 microfiche cards which accompany the printed catalog.
- thirteen reports published in the 1920s and 30s by Great Britain's Industrial Health Research Board, with results of research into health conditions in the workplace of that day.

To economize, we have discontinued several serial titles which can be found elsewhere on campus. In their place, we find that we are the fortunate recipients of even more "new titles" as gifts from IIR faculty. It is collection policy to regard our small specialized collection as complementary to other larger campus collections – in particular, the Social Sciences branch of the General Library. Our special contribution continues to be materials focused on labor and management concerns. They include: several of the Bureau of National Affairs (BNA) loose-leaf services, a core collection of labor and management monographs, a sizable collection of state and federal government documents, a substantial number of ongoing series of reports and reprints published by university industrial relations institutes, a small collection of local labor leaders' oral histories, and an impressive selection of ephemeral materials collected through the nearly 40 years of the IIR library's existence. Our users express appreciation at finding so much relevant material gathered in one convenient location.

IIR graduate students and faculty continue to be our primary users, followed by arbitrators, labor union and company employees, students and faculty from UC and other Bay Area campuses, and postdoctoral scholars from elsewhere. We welcomed more than the usual number of scholars from abroad this year, representing Austria, Italy, Sweden, Switzerland, Japan, Israel, and England. Representative of research interests have been the following: human resource management, changing workplace patterns, comparative industrial relations, the Great Depression years, technological change and its effect on workers, comparable worth, pension funds, and the many aspects of unemployment.

We continue to catalog traditionally, and look forward to the day when computerization may provide the means to streamline and make more efficient the routine and repetitive tasks involved in cataloging, inventorying, and circulating our materials. Equally impressive will be the information then made available to researchers through the possibilities of access to online data-banks and to the holdings of the UC Library collection statewide; the latter is available now in

limited form on the prototype terminal, MELVYL. In preparation, the librarians have attended several computer workshops focusing upon the library application of computers.

Nanette Sand serves as the Institute's Librarian and Clara Stern as the Associate Librarian (one-fifth time), assisted by Library Assistant Joan Nakano and Steven Wetter, student Library Assistant (one-third time).

## 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. They are appointed Research Associates by the Graduate Division, which gives them official visitor status on the Berkeley campus. Research Associates during 1982-83 were:

Ada Becchi  
Department of Economics  
University of Venice  
Venice, Italy

Nancy Breen  
New School for Social Research  
New York, New York

Michael Copeland  
Department of Economics  
York University  
Toronto, Ont., Canada

Daniel Held  
Groupe d'Etude Economiques  
University of Neuchatel  
Neuchatel, Switzerland

Nelson Lichtenstein  
Department of History  
Catholic University of America  
Washington, D.C.

Wolfgang Pollan  
Institute of Economic Research  
Vienna, Austria

Michael Poole  
Institute of Science and Technology  
University of Wales  
Cardiff, Wales

Peter Rappoport  
Department of Economics  
New York University  
New York, New York

Eliezer Rosenstein  
Technion-Israel Institute of  
Technology  
Haifa, Israel

### Other Visitors

Emanuela Cardia  
Venice, Italy

Elio Salvatore  
Italian Chamber of Deputies  
(with delegation of Deputies)  
Rome, Italy

Tom Wentink  
Dept. of Sociology  
Tilburg University  
Tilburg, The Netherlands

Urszula Grzelonska  
The Central School of Planning  
and Statistics  
Warsaw, Poland

Chira Hongladarom  
Thammasat University  
Thailand

Prospero D. Juan  
Advisor to the United Labor Syndicate  
of LaRomana  
Union of Gulf and Western Sugar Workers  
Dominican Republic

Lawrence R. Mishel  
Dept. of Economics  
University of Wisconsin

Lutz Freitag  
Chairman  
Land DAG Hamburg  
Hamburg, Germany

Theodor Homoele  
Legislative Liaison Official  
Civil Servants Department  
German Trade Union Federation (DGB)  
Berlin, Germany

Michael Pagels  
 Chairman and Chief  
 Department of Economics  
 German Trade Union Federation (DGB)  
 Berlin, Germany

Henry Persson  
 Center for Working Life  
 Stockholm, Sweden

Gudmund Larsson  
 Research Director  
 Swedish Labor Federation  
 Stockholm, Sweden

Sune Ahlen  
 Labour Counsellor  
 Swedish Embassy  
 Washington, D.C.

Shotaro Nakamura  
 Secretary General  
 International Productivity Symposium  
 Japan Productivity Center  
 Tokyo, Japan

Kjell Vesteras  
 Norwegian Productivity Institute  
 Oslo, Norway

Father J. Morrissey, S.J.  
 Rockhurst College  
 Kansas City, Missouri

Vitalina Koval  
 Institute of International Labor  
 Academy of Sciences of the USSR  
 Moscow, USSR

Takeshi Chujo  
 Department of Industrial Relations  
 University of Doshisha  
 Kyoto, Japan

Khalid Umar Faruqi  
 Additional Secretary, Cabinet  
 Division  
 Government of Pakistan  
 Rawalpindi, Pakistan

Magbool Ahmad Sheikh  
 Joint Secretary  
 Establishment Division  
 Government of Pakistan  
 Rawalpindi, Pakistan

Mazhurul Haq Siddiqi  
 Secretary  
 Services and General Administration  
 Government of the Province of Sind  
 Karachi, Pakistan

Terry Carlin  
 Northern Ireland Officer  
 Irish Congress of Trade Unions (ICTU)  
 Belfast, Northern Ireland

Yung-Tsien Chen  
 International Cooperation Department  
 Ministry of Economic Affairs  
 Taipei, Taiwan

Michael C. Reckley  
 Assistant to Executive Director  
 Bahamas Hotel Employers' Association  
 Nassau, Bahamas

Justus B. Bagambe  
 Managing Director  
 Bukita Uganda Limited  
 Kampala, Uganda

Jacques Giraud  
 West East Limited  
 Port Louis, Mauritius

Stanley S. Hatendi  
 Group Export Manager  
 Turnhall Holdings Group (Pvt) Ltd.  
 Harare, Zimbabwe

Haile Mariam Amsale-Work  
 Expert, Planning and Research Department  
 Ethiopian Food Corporation  
 Addis Ababa, Ethiopia

Carlos Coqueijo da Costa  
 Professor of Labor Law  
 University of Brasilia, and  
 Superior Labor Tribunal Judge  
 Brasilia, Brazil

## THE FACULTY

1982 - 1983

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
Clair Brown	Economics	Unemployment insurance; economics of discrimination
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 Estenson	Business Administration	Economic and legal impacts on collective bargaining
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
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

**THE PROFESSIONAL STAFF****1982 - 1983**

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
Paul Chown	Chair, Center for Labor Research and Education
Margaret Cunningham	Associate, California Public Employee Relations Project
Peter Guidry	Coordinator of Labor Programs
Raymond E. Miles	Director of the Institute
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, 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	Associate Director of the Institute
Marla Taylor	Associate, California Public Employee Relations Project
Earl J. Wyman	Coordinator of Management Programs

**THE ADMINISTRATIVE AND CLERICAL STAFF****1982 - 1983**

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Catherine Davis	Secretary 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 Management Programs
Sharon Melnyk	Circulation Manager for <i>California Public Employee Relations</i>
Susan P. Moreland	Circulation Manager for <i>Industrial Relations</i>
Marjorie Morrissette	Receptionist and Publications Assistant for 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 Labor Occupational Health Program Library
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

## **SPACE**

The Institute of Industrial Relations occupies the building at 2521 Channing Way. We have found that this building, which is a small, self-contained unit close to the campus but still in the outer community, has helped very greatly in intangible ways to provide a physical focus for the Institute's activities. There is classroom space which is utilized for both graduate and undergraduate classes, as well as for community programs. With respect to the latter, community members have become accustomed to taking courses in the Institute's building and afterward to dropping in on us to discuss problems of interest to themselves and our staff.

The Institute's Labor Occupational Health Program occupies space on the second floor of 2515 Channing Way. The proximity to the Institute of this location has enabled the LOHP staff to keep in close touch with overall Institute activities.