



The
Institute of Industrial Relations
University of California
Berkeley

IIR

**A Report on:
Research
Training
Community Activities
1981-1982**

REPORT ON

RESEARCH ■ TRAINING

and

COMMUNITY ACTIVITIES

1981-1982

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INSTITUTE OF INDUSTRIAL RELATIONS ■ UNIVERSITY OF CALIFORNIA ■ BERKELEY

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1981-1982

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DEDICATION

For about 20 years (1963-1982), the Institute of Industrial Relations has been guided on its course through the broad domain of employment and work relationships by Lloyd Ulman, Professor of Economics. Building on the strong foundation laid by his predecessors, Clark Kerr, 1945 to 1952, E. T. Grether, interim director, 1952, and Arthur M. Ross, 1953 to 1963, Professor Ulman brought distinguished and effective leadership as Director of the Institute during a period marked by almost constant change, effectively balancing and integrating the Institute's dual missions of research and community service. The breadth and quality of both the Institute's community programs and its faculty research described in this report reflect his imaginative leadership. While no longer serving as Director, Professor Ulman remains involved in all phases of our program and it is fitting that we take this opportunity to acknowledge his directoral accomplishments and thank him for his part in continued services.

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INTRODUCTION

One of the first tasks facing a new Director of the Institute of Industrial Relations is to develop an accurate but concise response when called on to answer the often asked question, "What is the Institute and what does it do?"

For Industrial Relations, as is the case with most institutes on the Berkeley campus, the answer begins with, "We are an organized research unit created to aid the scholarly efforts of faculty and graduate students from various disciplines and departments who are interested in particular problem areas." During 1981-82, some 23 faculty from seven departments were closely affiliated with the Institute as were nine visiting scholars from institutions around the world. These faculty and visitors aided in the development of 38 graduate students from throughout the social sciences. Twenty-one of these were partially supported through Institute or Institute-generated funds. The combined output of faculty and student research efforts which is highlighted in this report would not be possible without the assistance of our small but heavily used library and its skilled, dedicated staff.

For most campus institutes, a description of faculty-student research interaction provides a nearly complete answer to the question, "What do you do?" At the Institute of Industrial Relations, the response is just a beginning. Our faculty and students interact not just with one another, but with a staff of 14 (during 1981-82) professionals engaged in the direct delivery of technical information, education, and training to a broad constituency of labor union leaders, employees, managers, and public officials from California, the west coast, the nation, and the world. Faculty and graduate students frequently aid the professional staff in bringing recent information and insights to bear on the broad range of topics covered in the more than 100 conferences and seminars run by the Institute (for more than 5,000 participants) during the year and in the Institute's several periodic publications, monographs, and reports.

Because these are the most challenging times in many decades for all work organizations, the demand for service from the Institute's several components is at an all-time high. For example, the California Public Employee Relations unit provides a pioneering and unique service to public organizations, their managers and members, their unions, and the public who supports them. Reduced revenues have increased employee relations problems in these organizations, agencies, and districts and place a burden on the state's mechanisms for problem solving. The Institute's public sector publications and report services, constantly expanding, are unmatched and vital. They are also, a Director is quick to add, expensive to maintain and under-funded.

Similarly, the Institute's program in labor occupational health expanded its services in 1981-82 in response to constituent appeals, while reconstructing both staff and program following a major cut in federal funding. The program, which assists organization members, unions, and management in uncovering health and safety hazards and developing improved work practices through education and applied research, is now firmly rooted as the key outreach arm of the Northern California Occupational Health Center. Like the California Public Employee Relations Program described above, the Labor Occupational Health Program is a pioneering effort, whose structure, activities, and approach have been replicated across the country.

Training and education for unionists and managers in collective bargaining and dispute settlement is a primary function of the Institute's two oldest components--the Centers for Labor

Research and Education and for Management Research and Education. In both centers the normal program coverage expanded in 1981-82 to deal with the emerging problems associated with the massive economic slowdown: unemployment, retraining, declining size of union organizations, collective bargaining demands for concessions, the collapse or threatened collapse of various benefit programs, etc.

At the time of the Institute's founding nearly 40 years ago, the U.S. economy and its industrial relations system were facing the combined challenge of reconversion to peacetime production and operating under essentially untested collective bargaining mechanisms. Today the economy is undergoing technological and market conversions with major implications for its governing institutions and systems.

The nature of these times is captured in the title of the Institute's 1982 spring conference: "Labor Relations at the Crossroads." The conference, as is the case with many Institute activities, was a joint product of faculty, professional, and student effort across all Institute units. The conference program, reproduced in this report, illustrates the Institute's responsiveness and the resources on which it can draw because of its reputation and past services. It also illustrates why an Institute Director is more likely to be effusive than concise when responding to the question, "What is the Institute of Industrial Relations and what does it do?"

Raymond E. Miles
Director

FACULTY RESEARCH

Collective Bargaining, Unions, and Public Policy

Lloyd Ulman (Economics) continues, 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. The results of the study will be published by Brookings in the spring of 1983.

George Strauss (Business Administration) has been interested in cross-national differences in the role of collective bargaining as a form of industrial conflict resolution. He views collective bargaining as a means of both mobilizing and channeling industrial discontent. He has been concerned with how industrial relations has channeled conflict to a greater extent in the U.S. than it has in Australia and the U.K., although probably less than in Germany, and certainly less than in Austria. In the U.S. conflict has been channeled by Marquess of Queensbury rules called "mature collective bargaining" in the relationships between the parties. Other countries have different rules. Fruitful cross-national comparisons require an understanding of the historical contexts in which the various collective bargaining systems developed. These comparisons also require the development of theoretically relevant dimensions, such as strike shape, within which meaningful comparisons can be made.

David E. Feller (Law) has been working on a systematic survey of all breach of the duty of fair representation cases decided in the past few years. To date, he has coded and stored approximately 300 such cases. On the basis of this data, Feller has prepared a report with recommendations for proposed legislation to the American Bar Association Section on Labor and Employment Law. If the report is approved, it will be submitted to the Section and the House of Delegates. He is currently updating and expanding the report into a law review article which will set forth the proposed legislation. This article may very well influence the course of legislation and, perhaps, even the decision of the Supreme Court in upcoming litigation involving this question.

Edwin M. Epstein (Business Administration) has been engaged in three major research projects. The first, "Business Corporations and Labor Unions in American Electoral Politics: An Analysis of the Impact of Federal Regulation," examines the goals and behavior of business and labor in the American electoral process (particularly in the area of campaign contributions and expenditures), together with the impact upon this involvement of the important legislative, judicial, and administrative developments pertaining to federal campaign financing which have occurred since 1971. This project will continue into the 1982-83 academic year.

"The Political Impacts of the Modern Large Corporation" examines the political behavior, power, and implications of the "mega-corporation" within the American context. It seeks to both describe and analyze corporate political activity and its consequences for the maintenance of social democracy in the U.S. This ongoing project pays particular attention to possible relationships between company size and organizational structure and political power.

Epstein's third area of research is a "Comparative Analysis of the Social Role of Economic Organizations in Western Industrial Societies, Particularly Great Britain, Israel, and the United States." This project constitutes an ongoing examination of the social role and impact of the large business enterprise in advanced industrial settings.

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. He recently finished a survey paper on the theory of OSHA regulation which points out the need for more work on the impacts of regulation when workers have imperfect information about job hazards. The paper also presents some new results on the nature of markets for job safety and health when employers have monopsony power and when information is imperfect.

Another project on which Dickens is engaged involves the effects of recessions on labor productivity. Recent research has shown that substantial productivity losses take place in most western industrial countries during recessions. His current research is aimed at determining the cause or causes of these losses.

David Estenson (Business Administration) is examining the influence of various officials on NLRB decisions using game theory indices. Two aspects of Board decision-making are examined: (1) the participation of influence between the General Counsel (who prosecutes complaints) and the Board (which decides on the validity of complaints), and (2) the potential influence of management, labor, and neutral appointees to the Board.

David Collier (Political Science) is engaged in a long-term project involving a comparative analysis of the relationship between the state and organized labor in eight Latin American countries over the past several decades. The analysis seeks to explain major differences among countries, and major changes over time within countries, in the policies toward labor unions and toward the economic and social position of workers. On the theoretical level, the project has two interrelated goals: (1) to further elaborate and apply in an extended empirical analysis a series of modifications which Collier has developed over the past several years of available approaches to conceptualizing state-society relations; and 2) to derive hypotheses from and contribute to the general literature on the interaction between industrial and political change. The research involves a comparative/historical analysis of Argentina, Brazil, Chile, Colombia, Mexico, Peru, Uruguay, and Venezuela.

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

(1) Union Certifications and Decertifications. Much research has been done on the effect of economic conditions on the rates of decertification of labor unions as collective bargaining representatives. Most of this research, however, has been based on aggregate statistics and has employed static models (even when longitudinal data are available). Freeman's research involves dynamic stochastic process models at a disaggregate level, using local demographic, political, and economic characteristics to predict the probability of decertification.

(2) Organizational Ecology of National Labor Unions. This study has been on-going for several years both at Berkeley and at 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.

(3) 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 all three of Freeman's studies.

Manpower, Employment, and Welfare Programs

Welfare and Income Maintenance

Clair Brown (Economics) continues her research on the growth of wives' labor market participation. She is investigating the relationship between labor supply decisions and the standard of living in the United States from 1920 to 1980. She has found that wives' increased labor market participation has been a response to the change in the composition of consumer expenditures, which itself is a result of diversification of the goods produced by the marketplace as the economy matures. This finding has important implications for policies dealing with the unemployment of wives. In her institutional approach, a wife's unemployment means economic hardship and dislocation for her family, as well as a social loss of output, since she cannot make up with her own time the lost consumption resulting from her unemployment.

Harold L. Wilensky (Sociology) 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. An analysis of the politics of evaluation research is in press.

Labor Market Behavior

Michael Reich (Economics) is extending his previous research on labor market segmentation from a focus on the United States to a comparison of the U.S. case with Western Europe. He is focusing on the relation between recent technological change, firm size, and skill levels, as well as shifts in the boundaries dividing labor market segments.

Samuel Haber (History) is completing his research on the history of the American professions. The principal argument of his work is that the essential characteristic of a profession has

been the authority (right to command, direct, and advise) rather than the monopoly position that it sometimes acquired. In America, public authority was usually derived from election or ownership, but the professions indicated a type of authority that was attached to occupation. How and why particular occupations were granted this type of authority over a hundred and fifty years of American history has been one of Haber's central concerns. He has studied the development of the three traditional professions (ministry, law, and medicine), some of the "new" professions that appeared in the mid-19th century (dentistry and pharmacy), and has also examined the workings of professions in bureaucratic settings (engineering and college teaching) in the late nineteenth century.

Organizational Behavior

George Strauss (Business Administration) has completed a study which seeks to evaluate the success of various forms of workers' participation in management throughout the world. Workers' participation--or industrial democracy, as it is often called--has taken a variety of forms: codetermination in Germany, workers' councils in France, workers self-management in Yugoslavia, the kibbutz in Israel, producers' cooperatives in the U.S., Britain, and Spain, the Scanlon Plan in the U.S., and many different approaches in developing countries such as Peru. These experiments have been initiated for many different public and private reasons: to improve worker satisfaction, to raise motivation and productivity, to reduce union-management strife, to increase the power of the working class, to win union support for incomes policy, or just to appear to be doing something.

Given its variety of forms and purposes, the impact of workers' participation in practice differs considerably. Even at best, certain problems are endemic. What is the role of the union when workers manage the company? How can worker representatives retain their sensitivity for shop-level interests (easier work and higher pay) when also making organizationwide decisions (e.g., productivity and investment levels)? How can shop- and firm-level demands be reconciled with those of the large society (e.g., price stability of income redistribution), especially in a socialist-planned society? What is the role of management? How can all parties be educated (propagandized?) to accept their proper roles?

Strauss has also completed a survey entitled "Key Personnel Issues for the 1980's." In it he examines the various environments--economic, demographic, technological, legal, and within which the personnel function will operate. He then attempts predictions as to the development of personnel policies in a number of key areas, such as job redesign, work schedules, job careers, job security, fringe benefits, occupational health, equal employment, and job rights. He concludes that, while the personnel function may grow in importance in the future, it will also be heavily constrained by legal and social pressures. Some serious problems are being remedied, but at the cost of making the personnel process more bureaucratic.

Raymond Miles (Business Administration) together with Howard Rosenberg, a recent Ph.D. graduate, completed the first phase of his analysis of "second generation" problems facing organizations which have attempted to design production systems to utilize work team self-directions and control. An article, "The Human Resources Approach to Management: Second Generation Problems," appeared in the Winter issue 1982 of *Organization Dynamics*. The article describes Miles' and Rosenberg's observations of one such leading edge organization and attempts to expand current theories of work system design.

Miles has also 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.

Finally, Miles added New Zealand to the list of Pacific countries (Thailand, Taiwan, Mexico) in which he has observed and worked with top managers in the economies' leading organizations.

Karlene Roberts (Business Administration) has completed an NSF-funded cross-disciplinary research project on antitrust compliance. The study assumed both an economic and behavioral science perspective of the development of trust compliance activities. Several large corporations were studied for factors which inhibit or promote effective decision-making on antitrust compliance.

Sheldon Zedeck (Psychology) continued his research in the area of performance appraisal by examining the role training has on the quality of decisions made by evaluators. Evaluation decisions were also studied as they relate to the purpose of the evaluation, e.g., merit raise, promotion, or development. A new area of study concerns the cognitive processes involved in the appraisal area, from observation to evaluation.

Charles O'Reilly (Business Administration) is working on a project to determine the effects of various changes in the field of human resource management on the function of the personnel department. The advent of EEO legislation, numerous changes in employment law, and the shifting composition of the work force have had ramifications for organization theory and design, management, and practice. Extensive data from 290 personnel departments have been obtained and it is anticipated that the results of this project will have a significant impact in documenting the nature of these changes and suggesting the direction of future shifts.

O'Reilly has also begun a study of the managerial philosophies and organizational culture in a set of 12 high technology firms and how these affect workers' attachment to the firm. The intent of the study is to put into operation the notion of commitment in social psychological terms and to examine the process by which people join and are socialized by firms.

Finally, O'Reilly is involved in the development of a new approach to succession planning based on a new methodology for matching managers to jobs. This approach uses an ideographic technique that permits a quick, in-depth assessment to be made of the knowledge, skills, and abilities required to perform a job and matches these to the candidates. Data for a validation study are currently being collected from a large manufacturing firm.

Barry Staw (Business Administration) has continued to conduct research on the general problem of how individuals and organizations become locked into courses of action. He recently expanded this research focus by examining response rigidities at individual, group, and organizational levels of analysis. Other current research projects include an analysis of justification in corporate annual reports and a study of how leadership qualities are attributed to administrative behavior.

CENTER FOR LABOR RESEARCH AND EDUCATION

Recent months have been particularly difficult and challenging for organized labor in the Bay Area, the state, and across the country. Layoffs and loss of membership through the continuing transition from old to new industries have sapped union strength at a time when employers are pressing for bargaining concessions and traditional political support is at least temporarily weakened. The Center for Labor Research and Education has responded to union appeals by nearly doubling its educational and training efforts and by expanding its research activities, all in line with the Institute's guidelines for nonadversary assistance. The Center recognizes the labor community's need for a broad understanding of current and long-run economic and technological trends, as well as its need to develop more effective and efficient means of relating to employers and governing its own institutions.

The following calendar recounts specific dates and organizations with which the Center has worked but does not reflect the many hours of consultation and advice to individual union representatives, members, and committees in the field of labor education. Several of the programs offered in 1981-82 deserve special comment:

(1) **Training of Trainers.** The Labor Center gathered together a workbook for the use of local union representatives, educational staff, and others and held a multi-day session to explain and demonstrate teaching techniques, how to develop class outlines, and how to use audio visual material. This was extremely well received and is a major step toward the objective of enabling unions to do their own training.

(2) **Conflict Resolution.** The Center staff has developed both materials and teaching methods to aid union groups in reducing and managing conflicts on various levels of union organization. The Center has continuing requests to provide this training service to an increasing number of groups. In this connection, the Center has adapted to a union environment some of the new techniques of conducting meetings such as the interaction method, brainstorming, problem solving, and similar methods.

(3) **Innovative Arbitration Methods.** In part as a result of the training sessions conducted by the Center, many unions are changing their approaches to dispute resolution. First they handle their own cases and save thousands of dollars in legal fees, and secondly they are actively negotiating ways to speed up the arbitration process so that costs to both parties are reduced and the individuals concerned get faster resolution of the issues.

(4) **Labor Songs and Labor Lore.** The Center sponsored a three-day workshop which featured outstanding singers and writers of songs concerning the labor movement, both old and new. The workshop culminated in a concert attended by over 350 people. This represents the first West Coast event focusing on labor and work oriented songs and music.

(5) **Research Methods.** In this era of "concession bargaining," plant closings, and other difficult events, union representatives have requested training and materials for use in costing contracts, evaluating concession demands, and related matters. The Center has held a number of such sessions.

(6) **Pension Problems.** Recent literature has reflected the crucial role pensions now play in the economy as a source of investment funds. Many unions have responded to materials presented in the monthly *Labor Center Reporter* as well as to the conferences and seminars conducted jointly with the George Meany Labor Center. The Center has been working closely with the Pension Investment Unit of the State of California in researching and collating a study of California's public sector pension funds. This will be published shortly.

Additional Labor Center activities include:

- Examining the long-term trends for labor relations in California and the United States and their effect on the needs and requirements of labor education in the 1980's.
- Continuing to support and assist the growth of the Labor Studies programs which have now spread to five community colleges in the immediate area.
- Publishing the *Labor Center Reporter*, which is expanding its circulation. Many requests are received to reprint articles or parts of articles for use in a variety of community settings.

New areas of activity which are being developed and expanded by the Center include:

- Training union representatives in the use of media equipment such as video-tapes, films, and graphics. There is growing interest in this training technique and the Center plans to sponsor several programs for union representatives in this field.
- A special seminar is being planned to deal extensively with the subject of union response to technological change. The Center has collected data on patterns of union response as well as European approaches to technological change.
- Possible structural changes between and within union organizations are being examined. A special workshop is being planned to present to representatives of unions the best of current thinking about organizational theory and strategy as it may be adopted to the special conditions of labor organizations.

Finally, the Labor Center is in the process of completing manuals on such subjects as costing an agreement, plant closing, collective bargaining, and pension plans. These monographs will reflect the result of research and preparation for previously held training sessions.

LABOR CENTER PROGRAMS

1981-1982

DATE	SUBJECT	ORGANIZATION	ATTENDANCE
7/15/81	Comparable Worth Forum	multi-union; San Francisco	130
8/7-9/81	Workshop on Sexual Harassment	Coalition of Labor Union Women; San Francisco	50
8/9-14/81	Arbitration Institute	Communications Workers of America, District 9; Eugene, Oregon	65
8/28-29/81	Stewards Training/Grievance Handling	Communications Workers of America, Local 9412; Hayward	25
8/29/81	Grievance Handling	American Postal Workers Union; Berkeley	10
9/12-13/81	Contract Administration and Collective Bargaining	Central California Newspaper Guild; Sacramento	30
9/17-19/81	Advanced Stewards Training	Communications Workers of America, Local 9413; Reno, Nevada	35
9/25-26/81	Reaganomics	multi-union; Berkeley	45
9/26/81	Stewards Training/Contract Administration	Int'l Brotherhood of Electrical Workers; Walnut Creek	45
10/1/81	Stewards Training	Printing Specialties; Oakland	20
10/1-2/81	Stewards Training/Grievance Handling	Communications Workers of America, Local 9409; Mountain View	32
10/2/81	Women's Conference--Workshop on Women and Social Security	California Federation of Labor; San Francisco	200
10/5-6/81	Stewards Training: Grievance Handling/Fact Finding	Communications Workers of America, Local 9402; Concord	40
10/9-10/81	Stewards Training	Office and Professional Employees, Local 29; Berkeley	67
10/17/81	Stewards Training/Grievance Handling	Int'l Brotherhood of Electrical Workers, Local 1245; Berkeley	25
10/19-21/81	Training for Union Trainers	multi-union; Berkeley	28

10/22-23/81	Stewards Training/Grievance Handling	Communications Workers of America, Local 9423; San Jose	20
10/29/81	Stewards Training	Service Employees International Union, Local 535; Oakland	20
10/30/81	Stewards Training	Service Employees International Union; Sacramento	25
11/7/81	Stewards Training	Service Employees International Union, San Rafael	20
11/14/81	Grievance Handling/Contract Administration	Int'l Federation of Professional and Technical Employees, Local 21; San Francisco	31
11/17-18/81	Cost Issues in Collective Bargaining	multi-union; San Francisco City College	40
11/18-19/81	Union Busting	San Joaquin/Calaveras Counties Central Labor Council; Stockton	30
11/21/81	Stewards Training	Utility Workers of America; San Jose	38
12/2-4/81	Communications Workshop	Communications Workers of America, District 11; Lake Arrowhead	80
1/6-8/82	Institute on Pension Investments	multi-union, with the George Meany Labor Center	25
1/6-8/82	Labor Education Workshops	California Labor Federation; Fresno	133
1/15/82	Organizing	Newspaper Guild, Local 92 Sacramento	50
1/23/82	Stewards Training	Service Employees International Union, Local 400; San Francisco	25
1/30/82	Stewards Training	Service Employees International Union, Local 535; San Jose	30
1/26-28/82	Collective Bargaining Seminar	multi-union	31
1/30/82	Stewards Training	Int'l Brotherhood of Electrical Workers, Local 1245; Salinas	37
2/1-3/82	Stewards Training: Grievance Handling/ Fact Finding	Communications Workers of America, Local 9408; Fresno	35
2/8-10/82	Stewards Training/Grievance Handling	Communications Workers of America, Local 9495; San Leandro	20
2/8/82	Health and Safety	Service Employees International Union, San Francisco	40

2/10,17,24/82; 3/3,10,17,24/82; 4/7/82	Annual Leadership School	Service Employees International Union, Local 390; Oakland	45
2/17,24/82 3/3,10/82	Stewards Training	Service Employees International Union, Locals 250 and 400; San Francisco	20
2/18-19/82	Staff Representative Leadership Training	Int'l Brotherhood of Electrical Workers, Local 1245; Walnut Creek	20
2/20/82	Stewards Training/Grievance Handling	Int'l Brotherhood of Electrical Workers, Local 1245; Walnut Creek	30
2/27/82	Stewards Training/Grievance Handling	Int'l Brotherhood of Electrical Workers, Local 1245; San Luis Obispo	35
3/31/82	Costing Out Labor Contracts	Operating Engineers, Local 3; San Francisco	50
3/6/82	Leadership Survey	Int'l Brotherhood of Electrical Workers, Local 1245; Berkeley	60
3/6/82	Stewards Training/Grievance Handling	Int'l Brotherhood of Electrical Workers, San Rafael	35
3/9-10/82	Fact Finding Techniques	Communications Workers of America, Local 9421; Sacramento	20
3/11/82	Fact Finding Techniques	Communications Workers of America, Local 9412; Hayward	21
3/13/82	Contract Administration/Collective Bargaining Law	California Correctional Officers Association; Sacramento	65
3/16-19/82	Labor Songs and Labor Lore	multi-union; Berkeley	57
3/18-19/82	Advanced Stewards Training	Communications Workers of America, Local 9423; San Jose	25
3/20/82	Stewards Training: Grievance Handling; Duty of Fair Representation; Skelley Rights	Int'l Brotherhood of Electrical Workers, Local 1245; Santa Cruz	55
3/23-24/82	Women's Issues in Collective Bargaining	multi-union; with San Francisco Community College Labor Studies; San Francisco	45
3/26-27/82	Organizing Seminar	Communications Workers of America, Local 9413; Reno, Nevada	25
3/31 and 4/14/82	Labor Relations	Operating Engineers; San Francisco	50

4/2-3/82	Staff Leadership Training	Int'l Brotherhood of Electrical Workers, Local 1245; Poker Flats	35
4/5-6/82	Parliamentary Procedure	Communications Workers of America, Local 9421; Sacramento	20
4/14-15/82	Use of Economic Data in Collective Bargaining	Int'l Assoc. of Firefighters and Federated Firefighters of Calif. and Hawaii State Firefighters Association; Oakland	100
4/19/82	Stewards Training	Int'l Brotherhood of Teamsters, Local 921; San Francisco	15
4/17 and 24/82	Stewards Training	State Employees Trades Council; Sacramento and Los Angeles	65
4/22-23/82	Factfinding Techniques	Communications Workers of America, Local 9431; Auburn	25
4/27-30/82	Leadership in Organizations	Communications Workers of America, District 9; Portland, Oregon	30
4/28/82	Innovative Arbitration Procedures	multi-union; Berkeley	49
5/1/82	Labor Issues Conference	multi-union; Sacramento	25
5/7/82	Time Management Workshop for Union Representatives	multi-union; Berkeley	25
5/8/82	Stewards Training	Int'l Brotherhood of Electrical Workers, Local 1245; Selma	37
5/14/82	Parliamentary Procedures for Union Representatives	multi-union; Berkeley	30
5/10-14/82	Advanced Stewards Training	Communications Workers of America, Local 9421; Sacramento	30
5/18/82	Scholarship Judging	California Federation of Labor; Burlingame	37
5/20-21/82	Stewards Training: Communications/ Fact Finding	Communications Workers of America, Local 11511; San Marcos	25
5/28/82	Conflict Resolution	multi-union; Berkeley	25
6/1-4/82	Leadership in Organizations	Communications Workers of America, District 9; Sacramento	40
6/12/82	Contract Administration	multi-union; Sacramento	23
6/16-17/82	Stewards Training: Grievance Handling	Communications Workers of America, Local 9412; Hayward	19
6/26/82	Arbitration Standards	multi-union; Sacramento	27

LABOR OCCUPATIONAL HEALTH PROGRAM

The Labor Occupational Health Program (LOHP) was begun in 1974 as an outgrowth of the union education programs sponsored by the Institute's Center for Labor Research and Education. With the passage of the federal and California Occupational Safety and Health Acts in the 1970s, considerable interest and concern developed within the labor community regarding the issue of safety and health on the job, and LOHP was created to help fill the demand for information and assistance. During its eight years as a component of the Labor Center, LOHP has offered Northern California unions and their members training sessions, conferences, publications, films, technical assistance, and a resource library. Services are also provided to joint labor-management groups; health and legal professionals; other university programs around the country; 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 by 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. During 1981-82, the special State monies which previously funded the Center were incorporated into the permanent University budget, and the Center has thus become an ongoing University activity.

LOHP also received limited supplementary funding in 1981-82 from the "New Directions" program of the U.S. Department of Labor, Occupational Safety and Health Administration, and from the National Institute for Occupational Safety and Health (NIOSH).

LOHP's research, training, and publishing activities during 1981-82 have focused on six key industries: agriculture, foundries, chemical, building and construction, hospitals, and white collar. Special emphasis was placed on researching carcinogens in these areas, as well as on issues such as reproductive hazards, legal liabilities of union health and safety programs, and the concept of joint labor-management health and safety committees.

The new Director of LOHP, Robin Baker, works closely with Labor Center Chairman Paul Chown to coordinate the program's activities. Other staff with LOHP during 1981-82 included Brenda Presley, Labor Coordinator; Larry Drapkin, Legal Coordinator; Susan Salisbury, Library Assistant; Gene Darling, Editorial and Administrative Assistant; and Patricia Ayers, Secretary. Ken Light continued as the program's Media Consultant. New staff joining LOHP during 1981-82 were Anne Maramba-Ferrell, Secretary; Pat Quinlan, Industrial Hygienist; and Lela Morris, Continuing Education Coordinator. Ms. Morris will head a new LOHP component, funded by NIOSH, designed to coordinate continuing education programs in occupational health and safety for health professionals.

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 around 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, and advertises LOHP publications and materials.

During 1981-82, *Monitor* was reduced in size due to funding limitations. However, readership was expanded by circulating *Monitor* to all subscribers to the Institute's *Labor Center Reporter*.

The numerous books and pamphlets developed by LOHP over the years continue to be in demand. Orders are received from throughout the U.S. and abroad. Fact sheets, articles, papers, and packets of reprints on specific topics are also sold. Particularly successful during 1981-82 were the books *Getting the Facts*, a guide to establishing a health and safety library and bibliography of materials in the field, and *Workplace Health and Safety: A Guide to Collective Bargaining*. Packets on clerical work and on video display terminals were also in high demand.

New publications introduced during 1981-82 included an 80 page *Guide to Health and Safety Laws for California Foundries*, a comprehensive summary of General Industry Safety Orders applicable to the industry. The *LOHP Health and Safety Instructor's Manual* and accompanying *Resource Guide* were updated and expanded for use in the September, 1982 week-long Intensive Training Course for Union Representatives, and will soon be available for use by other occupational health trainers.

Currently scheduled for release in late 1982 are two other major publications. *Health and Safety Handbook for Local Unions* will describe the structure and typical activities of union and joint labor-management health and safety committees. *Fruits of Your Labor* will be a guide to health hazards associated with field exposure to California pesticides.

LOHP's audiovisual materials remain popular. Three documentary motion pictures, "Working Steel," "Working For Your Life," and "Another Day's Living," together with five slide-tape modules on various topics, are distributed extensively. Two additional slide-tape shows will be released in late 1982: "Pink Collar," which details the hazards of clerical work; and "Danger: PCBs," which was produced in conjunction with the International Brotherhood of Electrical Workers, Local 1245, and the Western Institute of Occupational/Environmental Sciences (WIOES).

Conferences and Other Educational Sessions

LOHP conducted four major conferences during 1981-82:

1. "Where We Are Now--Occupational Health and Safety in the '80s" was held on February 20, 1982 on the Berkeley campus. It was attended by approximately 80 individuals, including labor and management representatives from such industries as auto, petrochemical, longshore, government and other services, communications, and transportation. The agenda included presentations, panels, and discussion sessions covering developments in OSHA, Cal/OSHA, NIOSH, and the labor movement.

2. "Joint Labor-Management Health and Safety Committees: Reviewing the Alternatives" was held on June 2, 1982 on the Berkeley campus. The program included labor, management, and government speakers who reviewed state, federal, and workplace initiatives in the area of cooperative compliance. Participants were afforded the opportunity to review case studies and analyze the factors which may determine the success or failure of such cooperative ventures. More than 50 employer and employee representatives attended.

3. The "Intensive Training Course for Union Representatives" was held the week of September 13-17, 1982 at the Institute. Repeating a similar successful course sponsored by LOHP a year previously, 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.

4. "Your Right to Know," a major conference on new California legislation allowing access to health and safety information was held October 1, 1982. Presented in conjunction with the Hazard Evaluation System and Information Service of the California Department of Health, this conference was designed for both labor and management and emphasized specific techniques for accessing toxic substance and exposure information.

During 1981-82, LOHP also sponsored or participated in numerous training sessions for specific occupations or industries. Among these were the following:

- Workshops were held in conjunction with a week-long regional course for the Communications Workers of America International Union, attended by 115 stewards, officers, and business representatives. Among the health and safety topics covered were hazard recognition and legal rights.
- A day-long session on hazard recognition and control in hospitals was offered as part of week-long regional health and safety training program sponsored by the Service Employees International Union. Special emphasis was placed on recognition and control of carcinogens in the hospital setting. The session was attended by 35 union representatives.
- Workshops were provided on collective bargaining in the occupational health and safety arena as part of a conference on women and collective bargaining, sponsored by the Center for Labor Research and Education with the Labor Studies Program of San Francisco City College. Thirty-five participants attended from a variety of workplaces ranging from hospitals and offices to manufacturing plants.
- Several sessions were held on hazards associated with Video Display Terminals. One session was provided for a mixed audience of 38 people representing a variety of employers and unions in San Jose and was co-sponsored by the Santa Clara Center for Occupational Safety and Health. Another session was provided for shop stewards of Office and Professional Employees Union, Local 29, and was attended by 27 stewards and officers of the union.
- A one-day session was provided for 100 representatives of the Printing Specialties. Hazard recognition and control, legal rights, and collective bargaining were featured topics.
- A number of sessions were offered on occupational stress-related health hazards. For example, one session was attended by 16 shop stewards from Service Employees International Union, Local 390; another was provided for Bay Area Union Women, and was attended by 12 women who are officers of their unions.
- A series of sessions was provided to employees of a local community clinic, La Clinica de la Raza. Training was designed to assist the participants in providing occupational health education to their Spanish-speaking patients. Thirty clinic employees attended each session and the training has resulted in several follow-up calls seeking LOHP assistance for non-English-speaking patients with occupational health problems.

- A day-long session on health and safety topics was provided as part of an advanced steward training program for the Communications Workers of America, Local 9421, in Sacramento, California. Special training emphasis was placed on recognition and control of carcinogens. 26 stewards attended.

- LOHP hosted a two-hour session on indoor air pollutants and their control. The session was attended by 17 people representing local unions, employers, and scientists. The group will continue to meet together as a coalition to address this concern.

- A two-day workshop was held for occupational health nurses in conjunction with the University of California, San Francisco School of Nursing.

Finally, LOHP staff made over 50 presentations on various aspects of health and safety during 1981-82 before a wide variety of groups. Examples include several Bay Area Central Labor Council meetings, which LOHP staff attended during December and January in order to bring local labor leaders up to date in the occupational health field, including new developments in both the federal and Cal/OSHA programs. Also, in July, 1982, LOHP participated in and taught a health and safety component for the Western Regional Summer Institute for Union Women in Oregon, co-sponsored by the University and College Labor Education Association and the Department of Education, AFL-CIO.

Other Activities

Technical Assistance Over 150 specific services were provided to a wide range of unions, other organizations, and individuals during 1981-82. Assistance involved hazard recognition and abatement, collective bargaining for health and safety, legal rights, medical consultation, health and safety committee structure and function, and related topics. While most service was provided in LOHP's six target industries (agriculture, foundries, chemical, building and construction, hospitals, and white collar), there was also assistance provided outside the target areas to such occupations as machinists, web pressmen, paper mill workers, and public employees. Many other OSHA "New Directions" grantees, government agencies, and resource groups were also assisted.

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 1981-82. Containing some 2,000 materials, the library is staffed and open to the general public during 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.

CENTER FOR MANAGEMENT EDUCATION AND RESEARCH

The Center for Management Research and Education enjoyed a resurgence in 1981-82 under the leadership of newly appointed chairman Earl J. Wyman. (The Center had moved through a period of limited activity because of the illness and subsequent retirement of long-time chairman John K. Hislop.)

The Center's resurgence has occurred within very clear guidelines:

- The Center will focus its standard management training on those areas where the Institute has a distinctive competence, primarily in the areas of collective bargaining and contract administration.

- The Center will draw on the resources of the Institute's affiliated faculty to bring to management (and general) audiences the most recent developments in theory-based professional practice.

- The Center will work with the staffs of the CPER and the LOHP units to bring new developments in these arenas to the attention of management audiences.

Offerings by the Center, despite the recession's impact, have been well received and the organizations in the area are now turning once again to the Institute for managerial expertise.

In addition to its training activities, the Center continues as a vehicle facilitating student and faculty research through its contacts with the management community. Moreover, the Center remains the principal support arena for the student Industrial Relations Council.

MANAGEMENT CENTER PROGRAMS

1981-1982

Dates	Subject	Location
November 2-3, 1981	Basic Employment Interviewing Concepts and Skills	Jack Tar Hotel San Francisco
November 4-5, 1981	Complaints, Grievances, Work Rules, and Organizational Discipline	San Francisco Airport Hilton
November 30 - December 2, 1981	Collective Bargaining, Tactics, Techniques, Table Manners	Jack Tar Hotel San Francisco
January 25-26, 1982	Labor Relations for Foremen and Supervisors	Jack Tar Hotel San Francisco
February 8-9, 1982	Complaints, Grievances, Work Rules, and Organizational Discipline	Oakland Airport Hilton
February 25-26, 1982	Campus Interviewing Techniques for College Recruiters	Jack Tar Hotel San Francisco
March 11-12, 1982	Symposium on Employment Law	Jack Tar Hotel San Francisco
March 15-16, 1982	Advanced Wage and Salary Administration	Hyatt on Union Square San Francisco
March 29-30, 1982	The Fundamentals of Wage and Salary Administration	Jack Tar Hotel San Francisco
April 26-28, 1982	Collective Bargaining, Tactics, Techniques, Table Manners	Jack Tar Hotel San Francisco
April 29, 1982	Computing the Cost Impact of Collective Bargaining and the Labor Contract	Jack Tar Hotel San Francisco
May 10-11, 1982	Complaints, Grievances, Work Rules, and Organizational Discipline	Jack Tar Hotel San Francisco

PUBLIC EMPLOYMENT RELATIONS

During 1981-82, the California public sector faced the most serious reduction in revenue since passage of the 1978 tax reform initiative, Proposition 13. The state, which has offset local government and school district losses in local property tax income from state budget surpluses, barely staved off a deficit. The collective bargaining process provided a variety of avenues for addressing the impact on pay and employment at both the state and local level, and the California Public Employee Relations Program devoted a substantial portion of its resources to researching the response at all levels of government. Negotiated alternatives to layoffs, foregone cost-of-living adjustments, and a reduction in the incidence of strikes and other job actions were among the documented responses over the year.

In addition, the staff continued to carry out its long-standing policy of responding rapidly to contemporary information needs through general publication and training activities. Particular emphasis was given to such groundbreaking developments as "comparable worth" in pay determination; the developing duty of fair representation for public sector unions; litigation and legislation defining nonmembers' "fair share" obligation under agency shop provisions; experiments with strike sanctions, including damage suits, withdrawal of union recognition, and termination; and bargaining innovations in pay and benefits. Special attention was also given to unit determination and representation elections under the new state and higher education bargaining laws.

The California Public Employee Relations Program

The Institute's CPER Program was initiated in 1969 in response to requests for University assistance in dealing with the problems of adapting collective bargaining to the public sector. CPER's purposes are (1) research and policy analysis of contemporary issues, and (2) rapid publication of the results for management and labor representatives, 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.

Probably the most important characteristics of the CPER program, and the major reasons for its success, have been the flexibility and competence with which it responds to changing needs in the field.

CPER's ongoing program includes the following:

(1) Publication of *California Public Employee Relations*, a quarterly magazine; the *CPER Special Reporting Series*, an expedited news service, and the *CPER Annual Index*. (2) A telephone research question service. (3) Cooperation with labor relations, academic, research, and community organizations, visiting scholars, faculty, students, public policymakers, and the news media. (4) Assistance in the training programs presented through the Institute's Management and Labor Centers. (5) Continued acquisition, organization, and storage of information in CPER's library of public sector data and publications. This collection is open for reference and research by subscribers, academicians, students, and other interested parties.

The Ford Foundation Project

Early in 1979, the CPER Program received a grant from the Ford Foundation to monitor and analyze the impact of Proposition 13 on public sector jobs, compensation, and collective bargaining. Completion of the final phase of the project has been delayed in order to include information on the increased impact of revenue reduction in 1981-82 and 1982-83.

The goal of the project has been to produce information useful both in California and other states, i.e., wherever revenue reductions may be affecting public services, public administration, and the character of collective bargaining. Preliminary data have been published in the *CPER* quarterly on a regular basis. Concentration has been on (1) agencies directly impacted by Proposition 13, and (2) collection and analysis of general statewide data on such trends as employment changes by level of government.

Assessing Research Needs

Marking publication of the fiftieth issue of the *CPER* quarterly in September 1981, the program strengthened its efforts to meet changing research needs as expressed by the program's subscribers. Policymakers and practitioners of public sector employee relations have continued to cooperate with the CPER staff in an effort to define the most critical areas of interest in the field.

Recently, this mutual concern has focused on (1) emerging issues of the 1980's, and (2) the evolving legal framework of legislative, administrative, and judicial enactments.

CPER's response has been both short- and long-term. In the short run, articles in the quarterly magazine have responded to specific current issues. Among legal framework articles were "Arbitration in California: The State of the Law," "Comparable Worth in the Courts," as well as future articles planned on due process, free speech, and agency shop. Bargaining issue articles covered negotiated COLA provisions, with attention to responses of the parties to Proposition 13 pressures, and innovations in grievance arbitration. Future articles are planned on scope of bargaining and on quality circles in public sector employment relations. For the long term, the CPER Program is currently exploring the feasibility of publishing additional monographs or handbooks as reference material not otherwise available to practitioners, academic researchers, and students.

The pressing need for a practical guide to the present complex legal framework was met in part by publication in early 1981 of the *CPER Cumulative Table of Cases, 1969-80*. The first annual supplement to this well-received research tool was published as part of the *1981 CPER Annual Index*. A major revision in format, incorporated into the *1980 Index* (published in 1981), was further refined in the *1981 Index* in order to enhance the ability of practitioners and researchers to tap the mass of data compiled in CPER publications.

Ongoing Research and Publication

The *California Public Employee Relations* quarterly, now in its 14th year, continues to offer 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 orders and decisions, a log of arbitrators' and factfinders' awards indexed by subject matter, an open forum section, and reprints of documents. The magazine is regularly used as an authority in litigation, research, negotiations, and as source material for university and adult education programs as well as numerous specialized training programs.

Over the 1981-82 year, the *CPER* quarterly included major articles on a wide range of subjects, reflecting the mixture of current interests of readers. Articles were contributed by outside authors, as well as by CPER staff.

September 1981:

"Arbitration in California: The State of the Law"

December 1981:

"'Comparable Worth' in the Courts: The Present and the Future" (John Liebert and Melanie Poturica of Liebert, Cassidy & Frierson, a law firm representing public agency management)

"Current COLA Provisions in California Public Sector Contracts"

March 1982:

"PERB Orders on Scope of EERA Overturned by Court of Appeal"

"Expediting the Labor Arbitration Process" (William B. McLeod, Member, Yolo County Labor Relations Panel; Ron McGee, Employee Relations Officer, Yolo County; and William F. Dolson, Subcommittee on Labor Arbitration Procedures, Labor and Employment Law Section, American Bar Association)

The June issue carried updated texts of all seven public sector labor relations laws, in lieu of feature articles. Because of frequent amendments to the statutes, the periodic reprinting of the statutes has been a popular service.

A major part of each issue of the quarterly is composed of shorter descriptive and analytical articles focused on key recent developments in particular agencies or on new areas of general interest, such as equal protection and due process rights litigation. In 1981-82, 175 pages were devoted to such articles, and an additional 52 pages to synopses of PERB decisions and arbitrators' awards.

The *Special Reporting Series* continues to supplement the quarterly, providing a flexible means of transmitting information of importance between issues of the quarterly. This year, the service included reports on the outcome of the first representation elections among state employees and on the state Supreme Court's decision upholding the constitutionality of the state employment relations statute.

Reference and Consultation Services

Access to the expertise of the CPER staff and the reference material in CPER archives continues to be a significant part of CPER's total service. Approximately 150 telephone and personal reference questions were received and answered by staff. For the most part the questions were from management and labor practitioners involved in litigation, bargaining, or legislative action, from legislators, and from students and faculty engaged in research. But CPER staff also spent considerable time assisting other persons and groups. Questions regarding trends in negotiations, strike statistics, and legal precedents were the most common.

For example, representatives of the State Bar of California consulted regarding formation of a Labor Law Section to reflect in part the growing body of state law governing public sector labor relations. Reference questions were answered for government agencies (Public Employment Relations Board, State Mediation and Conciliation Service, L.A. City Employment Relations Board, Alameda County Civil Service Commission); legislative offices (Assembly Public Employees and Retirement Committee, Republican Caucus, Senate Education Committee, and offices of assemblymen Tucker and Stratham); management practitioners (including state Dept. of Personnel Administration, Assn. of California School Administrators, and employee relations staffs of cities and counties, community college and school districts, U.C. campus and systemwide administration, and Lawrence Livermore Lab); labor practitioners (officials of unions, such as Plumbers, Laborers, and Operating Engineers, and of the California Teachers Assn., California School Employees Assn., California State Employees Assn., and independent local organizations), attorneys and consultants representing unions and employers; academicians (U.C. Berkeley Law and Business Schools, UCLA Law School and Economics Dept., Kent State Center for Labor Relations, University of Texas, Warwick University [England], University of San Francisco Law School, and Golden Gate University), the news media (*Oakland Tribune*, *Modesto Bee*, *Santa Ana Register*, *Bakersfield Californian*, the SFSU campus newspaper; and KBIE TV, Sacramento); and international visitors.

Education Programs and Conferences

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.

CPER staff also participate in the educational programs and conferences of other institutions. For example, during the past year, Betty Schneider spoke on "The Impact of Private Sector Experience on Public Employment Relations in California Local Government" at a conference of the Labor Law Section of the San Francisco Bar Association; was a guest delegate in Brighton, England, at the Civil and Public Servants Association's annual conference and met with officials of British public sector unions regarding private-public sector pay links in U.S. and U.K., public sector strike experience, and union security options. Bonnie Bogue was invited by the

Assembly Committee on Public Employees and Retirement to make a presentation on "The Occurrence of Public Sector Strikes in California" at a hearing on the status of public sector law regarding strikes; lectured on "Impasse Resolution in California Public Transit" at a Labor Center workshop on innovative arbitration procedures and on "Public Sector Labor Law: An Overview" at Boalt Hall Law School; served on the program committee for the Society for Professionals in Dispute Resolution annual meeting, on the Arbitration Day Committee for the American Arbitration Association, and on the State and Local Government Bargaining Committee of the American Bar Association. Marla Taylor addressed the Professional Employee Staff Organization on "Current Trends in Local Government Bargaining" and presented a paper on "Current Trends in Escalators in the Public and Private Sectors" to the "Canada Labour Views COLA" Conference in Toronto, Ontario.

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 for daily use by the professional staff and for future research purposes.

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., and Phil Horowitz, Associates; and Gwendolyn Lloyd, Index Consultant.

Presents

A ONE-DAY CONFERENCE

Labor Relations at the Crossroads: Radical Change, or More of the Same?

with

MALCOLM R. LOVELL

Under Secretary of Labor
U.S. Department of Labor

CLARK KERR

President Emeritus
University of California

RUDOLPH A. OSWALD

Director, Department of
Economic Research, AFL-CIO

and

Ralph Baxter
Paul Chown
Laurence P. Corbett
Edmund Flynn
Larry Fogli
Joseph W. Garbarino
Jules Gordon
Margaret S. Gordon
Sam Kagel
Kathleen Kinnick
Ella Ledbetter
Herbert Matthews
Thomas Moore
Harry Polland
M. Carol Stevens
Victor Van Bourg
Paul M. Varacalli
Don Vial
Donald H. Wollett

San Francisco

Jack Tar Hotel 1101 Van Ness Avenue

June 8, 1982

CONFERENCE MODERATORS

Raymond E. Miles, Director, Institute of Industrial Relations
George Strauss, Associate Director, Institute of Industrial Relations
Lloyd Ulman, Former Director, Institute of Industrial Relations

ABOUT THE CONFERENCE

Recent events have raised broad concern as to whether U.S. labor relations—after years of relative stability—may be entering a period of radical change. Are the developments of the past several months merely a temporary reaction to the recession, or do they presage a major shift in labor-management processes and relationships in both the public and private sectors? Do recent challenges to traditional concepts in such areas as work roles and job rights foreshadow fundamental change—or have pressures in these areas reached a peak? In examining these important topics, this conference seeks to focus attention on those factors which may affect work relationships for the remainder of the century and beyond. The Institute has brought together a panel of experts valued not only for their knowledge of regional, national, and international events and issues, but also for their distinctive capacity to put these events and issues in historical and future perspective. We hope that you can join us in this examination of some of the most challenging questions of our time.

CONFERENCE AGENDA AND SCHEDULE

TUESDAY, JUNE 8, 1982

8:00–9:00	Registration, Jack Tar Hotel
9:00–9:10	Welcome: RAYMOND E. MILES and LLOYD ULMAN
9:10–9:45	“Industrial Relations Here and Abroad: A Long-Run Perspective” CLARK KERR
9:45–10:25	“Labor Relations Problems: An Administration Viewpoint” MALCOLM R. LOVELL
10:25–10:45	Coffee Break
10:45–11:45	“West Coast Labor Relations: Emerging Patterns in the Private and Public Sectors” PANEL: LAURENCE P. CORBETT , Attorney, Corbett Kane & Berk SAM KAGEL , Attorney, Kagel & Kagel HARRY POLLAND , Economist and Consultant, Beeson Taylor Kovach & Silbert
11:45–12:30	Reprise of Morning Speakers and Panelists: Audience Questions Solicited CLARK KERR MALCOLM R. LOVELL LAURENCE P. CORBETT SAM KAGEL HARRY POLLAND
12:45–2:00	Lunch Luncheon Speaker: Rudolph A. Oswald “The Impact of Current Economic Policy on Labor Relations”
2:15–4:00	CONCURRENT WORKSHOPS Workshop A (Private Sector) “A New Age: Fundamental Changes in Union-Management Roles and Relationships” CHAIR: PAUL CHOWN , Chair, Center for Labor Research and Education, Institute of Industrial Relations, University of California, Berkeley

PANELISTS: EDMUND FLYNN, Former President, Pacific Maritime Association
 ELLA LEDBETTER, President, UAW Local 560 (Ford-Milpitas)
 HERBERT MATTHEWS, Managing Director, California Metal Trades Association
 THOMAS MOORE, Consultant
 VICTOR VAN BOURG, Attorney, Van Bourg Allen Weinberg & Roger

TOPICS: Plant closings, take-backs and trade-offs, the impact of technological change, pension and health costs, NLRB delays, job security and guarantees.

Workshop B (Public Sector)

“The New Bargaining Environment: Issues, Power, and Tactics”

CHAIR: JOSEPH W. GARBARINO, Professor of Business Administration, University of California, Berkeley

PANELISTS: M. CAROL STEVENS, Attorney, Whitmore & Kay
 PAUL M. VARACALLI, Executive Secretary, United Public Employees Local 390, SEIU, AFL-CIO
 DONALD H. WOLLETT, Professor of Law, McGeorge School of Law, University of the Pacific, Sacramento

TOPICS: *New Subjects of Bargaining*: Take-backs, agency shops, and job security issues. *Shifts in Bargaining Power*: strikes, strike alternatives, including political action.

Workshop C (Personnel and Public Policy)

“Changing Legal Rights and Responsibilities”

CHAIR: MARGARET S. GORDON, Research Economist, Institute of Industrial Relations, University of California, Berkeley

PANELISTS: RALPH BAXTER, Attorney, Orrick Herrington & Sutcliffe
 LARRY FOGLI, Vice President and Director of Executive Development, Crocker National Bank
 JULES GORDON, Consultant
 KATHLEEN KINNICK, Director of Women’s Activities, California Labor Federation, AFL-CIO
 DON VIAL, Director, Department of Industrial Relations, State of California

TOPICS: EEOC, OSHA, job rights under the “at will” doctrine, the “legalization” of the workplace.

4:00–4:30 **Workshop Summary and Conference Adjournment**
 4:30–NO-HOST COCKTAILS

FEES

- Single Enrollment \$50.00
- 2 to 5 Enrollments \$45.00 each
- 6 or more Enrollments . . . \$40.00 each
- Enrollments at the Hotel Jack Tar (walk-ins) \$55.00

For more information about this conference, call (415) 642-0323 and ask for Paul Chown, Chair, Center for Labor Research and Education, or Earl Wyman, Chair, Center for Management Programs.

STUDENT ACTIVITY

Twenty graduate students were employed as Research Assistants in the Institute during 1981-82. In all but four cases, they worked directly for Institute faculty members, an arrangement which has proven to be mutually satisfactory. Of the four who did not assist faculty members, one was student editor for *Industrial Relations*, one assisted the CPER project, and the other two were assigned generally to the Labor Center. The Research Assistants were enrolled in the following departments: Business Administration, 5; Economics, 5; History, 2; Law, 2; Psychology, 1; Sociology, 5.

An additional 18 graduate students were members of the Institute staff, most occupying office space but having no formal connection other than a mutual interest in employment problems. The interdisciplinary exposure which these students receive has been beneficial in their studies and doctoral dissertation work.

Doctoral dissertations completed during 1981-82 by students affiliated with the Institute are:

Theodore M. Crone (Economics), "A Possible Role for Zoning in the Control of Externalities."

Sean Flaherty (Economics), "The Nature and Causes of Strikes During the Term of a Contract."

William Glick (Business Administration), "The Impact of Rater-Ratee Similarity in the Selection of Job Applicants."

Charles Jeszeck (Economics), "Plant Dispersion and Collective Bargaining in the Rubber Tire Industry."

Ruth Milkman (Sociology), "The Reproduction of Job Segregation by Sex: A Study of the Changing Sexual Division of Labor in the Auto and Electrical Manufacturing Industries in the 1940s."

The following is a list of graduate students who were affiliated with the Institute during 1981-82.

Name	Department	Name	Department
Rebecca Jo Blair	Business Adm.	Barbara Dohrn	Business Adm.
Warren Boeker	Business Adm.	Sean Flaherty	Economics
Nakiye Boyacigiller	Business Adm.	Lupe Friez	Economics
Jack Brittain	Business Adm.	Teresa Ghilarducci	Economics
Isaac Cohen	History	William Glick	Psychology
Kurt De Stigter	Psychology	Stephen Gold	Sociology

Name	Department	Name	Department
Daniel Hagen	Economics	Ruth Milkman	Sociology
Julia Hansen	Economics	Katherine Mooney	Sociology
Robert Havens	History	Paul Ong	Economics
Phillip Horowitz	Law	Vickie Podboresky	Business Adm.
Yang chung Paul Huo	Business Adm.	Sheila Puffer	Business Adm.
Thomas Janoski	Sociology	Peter Rappoport	Economics
Jim Jasper	Sociology	Jamie Robinson	Economics
Charles Jeszeck	Economics	Anthony Rodrigues	Economics
Thomas Larson	Economics	Elaine Sorensen	Economics
Anne Lawrence	Sociology	Nancy Spencer	Business Adm.
Marcia Marley	Economics	Scott Strand	Law
Christopher Martin	Economics	Gary Wagner	Business Adm.
Pamela McKechnie	Business Adm.	Douglas Wholey	Business Adm.

INSTITUTE PUBLICATIONS

1981-1982

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.

During 1981-82, Institute reprints sold 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, circulation manager for the faculty reprint series; with Susan Moreland, circulation manager for *Industrial Relations*.

I. Periodicals

Industrial Relations: A Journal of Economy and Society

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

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

Subscription rates:

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

California Public Employee Relations

A research and publication program concerned with labor force, compensation, and collective bargaining developments in the California public sector. The service for 1981-82 consisted of: *CPER Magazine* (4 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 neutrals'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: \$105 a year.

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 1981-82

- 444 "Unions, Economists, Politicians, and Incomes Policy," by Lloyd Ulman. Reprinted from *Economics in the Public Sector* (1982).
- 445 "Home Production for Use in a Market Economy," by Clair Vickery. Reprinted from *Rethinking the Family: Some Feminist Questions* (1982).
- 446 "The Escalation of Commitment to a Course of Action," by Barry Staw. Reprinted from *Academy of Management Review* (1981).
- 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 "Personal 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).

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, is now in its twenty-first year. It continues to publish articles on all aspects of the employment relationship from a variety of disciplines and from institutions all over the world. Its editorial board is about equally divided between members from the U.C. system and members from institutions elsewhere.

The journal's circulation is approximately 2,300. The number and quality of manuscripts received has been holding steady for about three years. We receive about 200 or so submissions annually, of which we are able to publish about 20. The journal's traditional international flavor is still apparent; one out of six articles published last year came from abroad, as did one of every five submitted for consideration. International subscriptions account for about 20 per cent of the total.

The journal published one symposium during 1981-82. Using Thomas Kochan's recent book, *Collective Bargaining and Industrial Relations*, as a springboard, five internationally-known industrial relations scholars exchanged views on the state of research in the field. (Two symposia are planned for 1982-83--one on recent EEO research, and a second on recent theoretical advances in human resources management.) Other articles dealt with the determinants of U.S. unionism, unions and income inequality, the compatibility of arbitration and bargaining, and the relationship of worker ownership to job attitudes.

A meeting of the Board of Editors was held on April 9. Decisions were made to (1) raise the journal's subscription rate to the mean of competing journals (the first price increase in over six years), (2) plan for the publication of more symposia, with individual board members serving as coordinators, and (3) explore the possibility of running occasional book reviews (something the journal has avoided in the past because of the cost in staff time). Decisions were also made to increase the number of seats on the board going to scholars outside U.C., limit terms of service on the board to three years, and, in order not to lose their services, create an editorial advisory committee composed of long-term members.

The journal has always taken pride in achieving a quick manuscript turnaround time as a service to authors. Recent calculations show that average review time has grown to about nine weeks, owing principally to the increased use of outside referees. While this is longer by about three weeks than in past years, it is still well under the review time characteristic of competing journals.

The journal is edited by David Bowen. Barbara Porter is the Managing Editor, and Kathy Mooney serves as Assistant Editor. The Circulation Manager is Susan Moreland.

THE LIBRARY

The library experienced slower growth this year. Fewer innovations were initiated and attention was given, instead, to consolidation of the preceding year's gains.

Acquisitions expenses, a priority concern at any time, loomed especially large in the library's budgetary considerations this year. Despite diminishing resources and increased costs of publications, some 250 books and fully twice that number of non-books (government documents, reprints, studies, reports, and other miscellaneous items) were cataloged and added to the collection. This was made possible in large part through the generosity of friends, faculty, books received as journal review copies and as part of exchange distribution arrangements; an even larger proportion of the non-books were gifts. The total number of cataloged items in the IIR library now exceeds 50,000--which in size of holdings places this library among the top six non-General libraries on the Berkeley campus.

Special scrutiny was given the periodicals budget by the Library Committee and staff; some subscriptions have been dropped and fewer periodical volumes bound. Government documents became increasingly difficult to obtain. Federal funding cutbacks eliminated some series entirely, and with them sources of statistical information long essential to research in the labor-management field. Other government publications, formerly free, are now costly.

Institute graduate students and faculty continue to be our primary users. Other categories include visiting scholars, arbitrators, labor union and company researchers as well as undergraduates from the Berkeley campus and other Bay Area campuses. Representative of the range of topics researched were: unemployment, labor legislation, plant closings, Social Security, pension funds, changing workplace practices, comparable worth, and employee representation in management.

Staff

Successively, those who served as library assistants were: Kathleen Burnett, Irja Friend, Susan Salisbury, Brian Walsh, and Rebecca Blair (during the summer). Joan Nakano now fills the library assistant position full time and Steven Wetter is the part-time student assistant. Clara Stern serves as part-time librarian, with special responsibility for cataloging, and Nanette Sand is full-time librarian.

VISITORS

The following is a partial list of visitors to the Institute during 1981-1982:

Visiting Scholars (in residence for all or part of the year)

Mr. Sam Bottone
Labor Consultant
Berkeley, California

Mr. Stephen J. Frenkel
Department of Industrial Relations
University of New South Wales
Kensington, N.S.W., Australia

Mr. Jan Hendeliowitz
The Danish National Institute
of Social Research
Copenhagen

Dr. Basil Herman
Department of Industrial Engineering
Tel-Aviv University
Tel-Aviv, Israel

Dr. Evan Jones
University of Sydney
Sydney, Australia

Dr. Samuel Rosenberg
Department of Economics
University of California
Davis, California

David W. Soskice
Fellow of University College
Oxford University
Oxford, England

Professor Alain Supiot
Center of Comparative Labor Law
University of Nantes
Nantes, France

Dr. Rolf Wunderer
Department of Personnel Management
University of Essen
Essen, West Germany

Other Visitors

Dr. P. W. Betts
Director of Management Centre
Harrow College of Higher Education
England

Andrew Bowden, M.P.
House of Commons Select Committee
on Employment
London

Mr. R. T. Chappell
Dean of Faculty of Business and
Management
Harrow College of Higher Education
England

Dr. L. Collier
Head of Management
Dunstable College
England

Michael K. B. Colvin, M.P.
House of Commons Select Committee
on Employment
London

Jim Craigen, M.P.
House of Commons Select Committee
on Employment
London

Mr. R. A. Curson
Director of Management Studies
Birklands Management Centre
Hatfield Polytechnic
England

Mr. E. L. Donnelly
Assistant Dean
Business Studies and Management
Middlesex Polytechnic
England

Professor Dexter Dunphy
Chairman
Department of Organizational Behavior
University of New South Wales
Sydney, Australia

John M. Gorst, M.P.
House of Commons Select Committee
on Employment
London

Miss E M. Hall
Deputy Head of Management Studies
Polytechnic of North London
England

Professor H. C. Jain
McMaster University
Hamilton, Ontario
Canada

Mr. M. Moss Jones
Head of Department
Management and Organizational Studies
Luton College of Higher Education
England

Mr. Bo Karlsson
Instructor, Runo School for Workers
Swedish Confederation of Trade Unions
Akersberga, Sweden

Mr. J.P.J. Kenny
Head of Business & Management School
Ealing College of Higher Education
England

Mr. Birtil Larsson
Instructor, Runo School for Workers
Swedish Confederation of Trade Unions
Akersberga, Sweden

Professor Evelies Mayer
Department of Sociology
University of Darmstadt
Darmstadt, Germany

Professor Gunnar Viby Mogensen
Director
Department of Labor Market Research
Danish National Institute of Social
Research
Copenhagen, Denmark

Mr. David F. Smith
Department of Business Administration
Victoria University
Wellington, New Zealand

Professor Federico Tortorelli
Editor, Economic Section
Il Mattino
and Professor of Law
University of Naples
Italy

THE FACULTY

1981-1982

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
Clair Brown	Economics	Unemployment insurance; economics of discrimination
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
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 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	Sociology	Welfare systems in an international perspective
Michael Wiseman	Economics	Public employment programs
Sheldon Zedeck	Psychology	Industrial and organizational psychology, with particular attention to selection, appraisal and development

THE PROFESSIONAL STAFF

1981-1982

Norman E. Amundson	Chair, Center for Labor Research and Education (on leave)
Robin Baker	Director, Labor Occupational Health Program
Bonnie G. Bogue	Associate Director, California Public Employee Relations Project
David J. Bowen	Editor, Industrial Relations
Joan M. Braconi	Coordinator of Labor Programs
Paul Chown	Acting Chair, Center for Labor Research and Education
Larry Drapkin	Law Coordinator, Labor Occupational Health Program
Peter Guidry	Coordinator of Labor Programs
Raymond E. Miles	Director of the Institute (second half of year)
J. Bruce Poyer	Coordinator of Labor Programs
Brenda Presley	Program Coordinator, 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
George Strauss	Associate Director of the Institute
Marla Taylor	Associate, California Public Employee Relations Project
Lloyd Ulman	Director of the Institute (first half of year)
Earl J. Wyman	Coordinator of Management Programs

THE ADMINISTRATIVE AND CLERICAL STAFF

1981-1982

Patricia Ayers	Secretary for the Labor Occupational Health Program
Catherine Caldwell	Publications Coordinator for the Labor Occupational Health Program
Eugene S. Darling	Editorial Assistant for the Labor Occupational Health Program
Catherine Davis	Secretary for the Labor Center
Stephen F. Diamond	Program Representative for the Labor Center
Irja Friend	Library Assistant for IIR Library
Marian Gade	Research Associate for Clark Kerr
Maureen Kawaoka	Secretary for Clark Kerr
Joan J. Lewis	Senior Administrative Assistant for the Institute
Kenneth R. Light	Photographer/Producer for the Labor Occupational Health Program
Katherine Mello	Program Assistant for Management Programs
Sharon Melnyk	Circulation Manager for California Public Employee Relations
Susan P. Moreland	Circulation Manager for Industrial Relations
Shizuko Okino	Circulation Assistant for California Public Employee Relations
Barbara E. Porter	Managing Editor of Industrial Relations
Mona Purifoy	Administrative Assistant for Community Services
Susan Salisbury	Library Assistant for Labor Occupational Health Program and IIR Library
Sharon Samek	Secretary for Labor Occupational Health Program and Circulation Manager for IIR publications
Brian Walsh	Student Assistant in IIR 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.