



The
Institute of Industrial Relations
University of California
Berkeley



**A Report on:
Research
Training
Community Activities
1980-1981**

REPORT ON

RESEARCH ● TRAINING

and

COMMUNITY ACTIVITIES

1980-1981

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1980-1981

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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 quantitative work has been completed and a monograph is now being drafted.

George Strauss (Business Administration) has been exploring various means of introducing behavioral science insights into industrial relations. These include bargaining theory, laboratory gaming, and organization development, each of which brings a useful but incomplete perspective to the study of industrial conflict. He has also been exploring how studies of impasse resolution and strike rate incidences may be viewed in international perspective with due weight being given to differing bargaining and conventions among countries. Finally, he has been experimenting with the use of collective bargaining games in the teaching of industrial relations.

David E. Feller (Law) continues his exploration of the relationship between the adjudicative processes under a collective bargaining agreement (e.g., arbitration) and those external to it (e.g., through judicial and administrative bodies). One purpose of the research is to study the effect on the institution of arbitration of the increasing amount of legislative regulation of the terms and conditions of employment. Another purpose is to assess the validity and effectiveness of the National Labor Relations Board's policy of deferring to arbitration. He concludes that the effect on arbitration's autonomous status and freedom from judicial review will probably be adverse even in those instances in which the public agency, such as the NLRB, adopts a policy of deferral, that the effect is inevitable whatever the parties or arbitrators do, but that efforts to preserve arbitration's autonomy by adjuring decisions on questions of the external law are probably undesirable.

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 1981-82 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 bar-

gaining, 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, have collected additional data from several groups of registered nurses who have engaged in strikes and have been studying the process by which professionals decide to join a bargaining unit and frequently decide to strike. He has also been examining the growing trend in union decertification elections.

William Dickens (Economics) has pursued work on the effects of campaigns on how workers vote in union representation elections. Contrary to findings of previous studies, his research shows substantial effects from both legal and illegal campaign practices. In addition to this work, Dickens has been developing theoretical economic models to describe the effects of workers having less than perfect information about the safety, the wages paid, and the quality of jobs. Preliminary findings suggest that, while poor information will tend to depress wages, improving the available information may make workers worse off and regulation may make workers better off. Working with George Akerlof, he has shown how health and safety regulations can improve welfare if workers are likely to exhibit "cognitive dissonance" reactions to the information that their jobs may be dangerous.

Finally, Dickens has begun work on two projects: (1) an investigation of the effects of the business cycle, investment, and research and development on labor productivity, and (2) a theoretical study of the effects of segregation on educational decisions.

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.

David Estenson (Business Administration) has been working on three research projects. The first, titled *Relative Price Variability and Indexed Labor Agreements*, addresses the question of why, after more than a decade of inflation, do less than half of all collectively bargained contracts link wages to a price index? Analysis focuses on the Consumer Price Index (CPI) as a measure of product prices received by an employer. The main empirical result indicates that the more an employer's product prices vary relative to the CPI — i.e., the riskier an employer finds indexing — the less probable an indexed labor agreement.

The second, titled *Strikes, Strike Threats, and Wages*, indirectly tests a hypothesis derived from a model of wage adjustment by relatively homogeneous bargaining units after one unit strikes. Cross-section estimates find no wage advantage for the striking bargaining unit relative to nonstriking units; time series estimates find a statistically significant effect by strikes on wages. The inference is made that, after a strike, similar bargaining units adjust their demands and offers based on the information that a strike occurred and that it was settled at a specific wage.

A third project, now in an early stage, examines 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.

Manpower, Employment, and Welfare Policies

Welfare and Income Maintenance

Clair Brown (Economics) continues her research on issues dealing with women's work and how these decisions affect the labor market and the ways people live. Along these lines, she conducted research on the structural aspects of market work and housework and how the structural differences affect women's work decisions. She also demonstrates how the increase in wives' participation rate has resulted in a decline in the relative economic position of single mother families as poverty has become more of a "female issue." As part of an ongoing project, she developed an institutional framework for analyzing the work decisions of women historically. In another project for the U.S. Department of Labor, Brown empirically looked at the work decisions of middle-aged women to see how they differed by economic versus personal circumstances.

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. The most recent doctoral dissertation from the welfare state project is a detailed examination of Japanese pension systems, "Family, Economy, and Polity," by Paul M. Lewis.

Labor Market Behavior

Michael Reich (Economics) completed his forthcoming book, *Segmented Work, Divided Workers: The Historical Transformation of Labor in the United States*, to be published by Cambridge University Press in early 1982. This book investigates changes in the organization of work, the institutional character of labor-management relations, the ebb and flow of worker militancy, the wage structure, and the structure of labor markets in the United States from the early nineteenth century to the present. The historical transformations of the institutions surrounding labor are related, as both cause and effect, to each of the three long swings in the macroeconomic performance of the U.S. economy in this historical period. Each long swing is correlated with major institutional changes, a pattern that suggests the importance of discontinuities and periods of unusual structural change in the political-economic process. The postwar era is characterized as one dominated, until recently, by structures promoting labor segmentation; since the early 1970's, however, these structures have decayed. The book thus provides an analysis of current structural problems of the U.S. economy in an historical perspective.

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. Paradoxically, doctors were unique and yet served as a model for most of the professions of the era. They remained largely self-employed but nevertheless were granted extensive administrative power and direction of rapidly growing hospitals for those years. The doctors bridged the worlds of the entrepreneurial and bureaucratic professions, the professions of the past and those of the future eras.

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 union – 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 Charles Snow of Pennsylvania State University, synthesized their six years of study of the relationship among organization strategic behaviors and internal organization structure and process, and have extended their theoretical framework to include industry characteristics. This work was published in 1981 in a book which Miles co-edited, *Organization by Design*. In addition, Miles, under a grant from the Shaklee Corporation, has followed the progress of a revolutionary work process design in that corporation. This work is part of a broader research focus on productivity innovations at both managerial and shop floor levels. An article describing the experiences of managers and employees at the

Shaklee plant (and at other similar operations) and extending the range of operating designs appropriate to "second generation" Human Resources plants is scheduled to appear in 1982. Finally, Miles is currently examining patterns of organization development in Thailand, Taiwan, and Mexico.

Karlene Roberts (Business Administration) is in the final stages of collecting data concerned with antitrust compliance. This three-year study is part of a large-scale investigation of organizational decisionmaking. In addition, Roberts has begun to compile materials for a review of cross-national organizational research. She will begin teaching international management this year.

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. In addition, evaluation decisions were studied as they relate to the purpose of the evaluation, e.g., merit raise, promotion, or development. A new area of study concerned the attitudes and health consequences of working on rotating shifts.

Charles O'Reilly (Business Administration), together with John Anderson of Columbia, has collected data which describe the state-of-the art and recent changes in the staffing, organization, and functioning of over 290 personnel departments, including over 130 responses from Fortune 500 firms. Their intent is to prepare a research monograph which documents the impact of legislative, financial, and other changes on the personnel function. A prospectus is in preparation and several articles are planned.

John Freeman (Business Administration) is completing a series of studies on organizational growth and decline. This research compares growing and declining levels of school enrollment and revenues as they affect the speeds with which various types of personnel adjust to changes in those variables and the degree of competition among them for scarce resources.

Freeman is also continuing his research on differential rates of failure among the restaurant populations of eighteen California cities. Data acquisition for this three-year study has been completed and, as of the close of the current academic year, results are being generated. The study of merger among national labor unions is also bearing fruit as coding has been completed and punching is under way for a data set which will include some 80,000 computer card-images. In addition, coding is nearing completion on the first wave of organizational histories in the semiconductor industry. The data of interest here are time of entry into high technology specialized markets as that relates to the form of organization and probability of failure.

A related study by Freeman of scientists and engineers, using data on approximately 50,000 technical people gathered by the National Science Foundation, is beginning. This study is intended to examine the mobility of individuals between firms, particularly as that relates to movement out of strictly technical jobs into management.

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.

FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1980-1981

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

Bonnie G. Bogue (IIR)

Publications

"Scope of Bargaining Under EERA: An Analysis of PERB Rulings," *California Public Employee Relations*, No. 46 (Berkeley: Institute of Industrial Relations, September 1980), pp. 28-35.

"An Analysis of 1979-80 Strikes in California's Public Sector," *California Public Employee Relations*, No. 48 (Berkeley: Institute of Industrial Relations, March 1981), pp. 2-6.

The CPER Cumulative Table of Cases, 1969-80: An index of public sector employment relations cases in California (with Nancie McGann) (Berkeley: Institute of Industrial Relations, 1981).

Professional Activities

Appointed to State and Local Government Bargaining Committee, American Bar Association Section on Labor Law.

Presented lecture on "Arbitration: The State of the Law in California's Public Sector," California Administrative Law College Seminar, "Update on Administrative Law," Sacramento, March 1981.

Presented lecture on "The Duty of Fair Representation in the Public Sector," conference on The Duty of Fair Representation, Center for Labor Research and Education, San Francisco, September 1980.

Presented lecture on "Issues in Public Sector Labor Law," Labor Law Course, Hastings College of the Law, San Francisco, September 1980.

Appointed, Governor's Factfinding Commissions, North San Diego County Transit District, August 1980, and Orange County Transit District, December 1980.

Member: Labor Law Section, American Bar Association; State of California; Industrial Relations Research Association; Society for Professionals in Dispute Resolution; American Arbitration Association; Int'l. Society for Labor Law and Social Legislation; California Women Lawyers.

William Dickens (Economics)

Publications

“What do British Workers Want from Industrial Democracy?: A Review,” *Sloan Management Review*, Winter 1981.

Larry Drapkin (IIR)

Publications

“The Right to Refuse Hazardous Work After Whirlpool,” 4 *Industrial Relations Law Journal* 29 (1980).

“Health and Safety Provisions in Union Contracts: Power or Liability?” (with M. Davis), 65 *Minnesota Law Review* 635 (1981).

“Bargaining on Safety and Health: Opening a Pandora’s Box of Liability?” *The Labor Studies Journal*, Spring 1981.

“Joint Labor-Management Health and Safety Initiatives: An Analysis of Legal-Policy Issues Related to OSHA Recognition of Workplace Health and Safety Committees,” prepared (with M. Davis) for USDL, OSHA Office of Legislative and Interagency Affairs, April 22, 1981.

Professional Activities

Presented paper on “Health and Safety Issues for the ‘80’s” at Conference on Occupational Health and Safety, Wayne State University, Detroit, Michigan, October 19, 1980.

Presented paper on “The Right to Refuse Hazardous Work Under OSHA and the NLRA” at Annual Meeting of the American Public Health Association, Detroit, Michigan, October 22, 1980.

Presented paper on “Workplace Safety and Health: Recent Developments in Union Liability” at Third Annual Park City Environmental Health Conference, Park City, Utah, April 9, 1981.

Presented paper on “Fair Representation and Union Liability for Occupational Safety and Health – Growing Legal Concern” at Trade Union Conference on OSHA Policy, Seattle, Washington, May 8, 1981.

Edwin M. Epstein (Business Administration)

Publications

“The PAC Phenomenon: An Overview,” *Arizona Law Review* (October 1980), pp. 355-372.

Professional Activities

Presented invited lectures or papers at:

The American Political Science Association Meetings, Washington, D.C., September 1980;

The University of Pennsylvania, Philadelphia, November 1980;

Washington University, St. Louis, March 1981;

The Western Political Science Association Meetings, Denver, April 1981;

Citizens' Research Foundation, 25th Anniversary Conference, Washington, D.C., 1981;

University of Georgia, Athens, April 1981;

American Bar Association, Administrative Law Committee, Election Law Committee, Washington, D.C., May 1981.

Coordinator for Advanced Management Program on "Managing Business Public Affairs in the 1980's," a week-long program for senior business public affairs officers, June 1981.

Organized and Chaired week-long program on "Business Environment/Public Policy" for the American Assembly of Collegiate Schools of Business, July 1980.

Served as Chairman of the Policy Council, Center for Ethics and Social Policy, Graduate Theological Union, Berkeley.

Vice Chairman, Political Law Committee, California Bar Association.

Board of Editors, *Academy of Management Review* and *Journal of General Management*.

Michael Reich (Economics)

Publications

"Empirical and Ideological Elements in the Decline of Ricardian Economics." *Review of Radical Political Economics*, Fall 1980.

"The Microeconomics of Conflict and Hierarchy in Capitalist Production" (with J. Devine), *Review of Radical Political Economics*, Winter 1981.

Racial Inequality: A Political-Economic Analysis (Princeton: Princeton University Press, 1981).

"Changes in the Distribution of Benefits from Racism in the 1960's," *Journal of Human Resources*, Spring 1981.

Karlene Roberts (Business Administration)

Publications

Editor (with L. Burstein), *New Directions in Methodology: Aggregation Issues in Organizational Science* (San Francisco: Jossey-Bass, 1980).

“The Job Characteristics Approach to Job Redesign: A Review and Critique,” *Journal of Applied Psychology*, 66, 1981.

Review of Assessment of Managers, by B.M. Bass, P.C. Burger, R. Doktor, and G. Garrett, in *Contemporary Psychology*, 26, 1981.

Professional Activities

Keynote address, Western Classified Advertising Association Annual Meeting.

Program Chairperson, Division of Communication, National Academy of Management.

Member, Scientific Affairs Committee, Division of Industrial and Organizational Psychology, American Psychological Association.

B.V.H. Schneider (IIR)

Professional Activities

Discussion leader, “Data Probe ‘80,” a conference on data needs in the public sector, sponsored by the Public Employment Relations Service and U.S. Office of Personnel Management, Washington, D.C., December 8-10, 1980.

Hearing Officer, U.C. Berkeley.

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

Member, Editorial Board, *Industrial Relations*.

Member, Chancellor’s Search Committee (IIR Director).

Barry Staw (Business Administration)

Publications

Research in Organizational Behavior (with L.L. Cummings), Vol. 2, (Greenwich, Conn.: JAI Press, 1980).

“The Consequences of Turnover,” *Journal of Occupational Behavior*, Vol. 1, 1980, 253-273.

“Commitment in an Experimenting Society: A Study of the Attribution of Leadership from Administrative Scenarios” (with Jerry Ross), *Journal of Applied Psychology*, Vol. 65, No. 3, 1980, 249-260.

“Intrinsic Motivation and Norms about Payment” (with B.J. Calder, R.K. Hess, and L.E. Sandelands), *Journal of Personality*, Vol. 28, 1980, 1-14.

“Administrative Turnover as a Response to Unmanaged Organizational Interdependence” (with G.R. Salancik and L.R. Pondy), Vol. 23, No. 3, 1980, 422-437.

“Rationality and Justification in Organizational Life,” in B. Staw and L. Cummings, eds., *Research in Organizational Behavior* (Greenwich, Conn.: JAI Press, 1980), Vol. 2, pp. 45-80.

“Escalation of Commitment,” book review of Allan I. Tegar, *Too Much Invested to Quit*, in *Contemporary Psychology*, Vol. 26, No. 1, 1981, 21-22.

Research in Organizational Behavior (with L.L. Cummings), Vol. 3, (Greenwich, Conn.: JAI Press, 1981).

Professional Activities:

Planning Committee for Conference on New Methodologies in I/O Psychology, Sponsored by Division 14 of American Psychological Association, held at the Center for Creative Leadership, March 1981.

Presented paper on “Threat-Rigidity Effects” at Organizational Change Conference, Carnegie-Mellon University, Pittsburgh, May 1981.

Presented paper on “Commitment and Leadership” at Administrative Leadership Conference, University of Illinois, Urbana, Illinois, July 1981.

Participated in a symposium on “The Attribution of Leadership” at National Meeting of the Academy of Management, San Diego, August 1981.

Invited speaker during 1980-81 at New York University, Georgia Institute of Technology and Laval University, Quebec, Canada.

Member of the editorial board of *Administrative Science Quarterly*, *Organizational Behavior and Human Performance*, and *The Quarterly Review of Economics and Business*.

Clara Stern (IIR)

Publications

“An Analysis of 1979-80 strikes in California’s Public Sector” (with Bonnie Bogue), *California Public Employee Relations*, No. 48 (March 1981), pp. 2-6.

Professional Activities

Member, Special Libraries Association.

George Strauss (Business Administration)

Publications

Managing Human Resources, second edition (with Leonard Sayles) (Englewood Cliffs, N.J.: Prentice-Hall, 1981).

“The Individual and the World of Work,” in *Education and the World of Work* (Carlton, Victoria: Australian College of Education, 1980), pp. 51-59.

“Collective Bargaining Games” (with J.W. Driscoll), *Exchange*, Vol. V., No. 2 (1980), pp. 12-20.

Professional Activities

Presented lectures at:

New York State School of Industrial and Labor Relations, Cornell University, October 17, 1980;

University of Tel-Aviv, April 6-7, 1981;

Hebrew University (Jerusalem), April 12, 1981;

University of Warwick, May 15, 1981;

Administrative Staff College, Henley-on-Thames, May 18, 1981.

Organized and chaired session on “Behavioral Science Approaches to Industrial Relations” at Annual Meeting, Industrial Relations Research Association, Denver, September 6, 1980.

Member, Editorial Board, International Yearbook of Organizational Democracy.

Marla Taylor (IIR)

Publications

“Bargaining in 1980: A Survey of Local Agencies,” *California Public Employee Relations*, No. 42 (Berkeley: Institute of Industrial Relations, September 1980), 11-21.

Professional Activities

Hearing Officer, University of California, Berkeley.

Member, Industrial Relations Research Association.

Lloyd Ulman (Economics)

Professional Activities

McDonald-Currie Lecturer, Faculty of Arts, McGill University, March 16-22, 1980.

Chairman, Panel on "Collective Bargaining under Adverse Conditions, or Hard Times at the Mill," Annual meeting of the Industrial Relations Research Association, Denver, September 5-7, 1980.

Presented paper on "Unions, Economists, Politicians, and Income Policy" at Conference in Honor of Walter W. Heller, Federal Reserve Bank of Minneapolis, September 25-26, 1980.

Attended conference on "An Industrial Policy for the United States: Lessons from Abroad," sponsored by the Industrial Union Department, AFL-CIO, Washington, D.C., January 9-10, 1981.

Presented the Bernard Moses Memorial Lecture, U.C. Berkeley, on "Unions, Economists, and Inflation Policy," April 29, 1981.

Harold L. Wilensky (Sociology)

Publications

"Family Life Cycle, Work, and the Quality of Life: Reflections on the Roots of Happiness, Despair and Indifference in Modern Society," in Bertil B. Gardell and Gunn Johansson, eds., *Working Life: A Social Science Contribution to Work Reform* (London: Wiley, 1981), pp. 235-265.

"Leftism, Catholicism, and Democratic Corporatism: The Role of Political Parties in Recent Welfare State Development," in Peter Flora and A.J. Heidenheimer, eds., *The Development of Welfare States in Europe and America* (New Brunswick, N.J.: Transaction Books, 1981), pp. 345-382.

Foreword to R. Kramer, *Voluntary Agencies in the Welfare State* (Berkeley: University of California Press, 1981), pp. xiv-xxvii.

Professional Activities

Presented paper on "Democratic Corporatism, Consensus, and Social Policy: Reflections on Changing Values and the 'Crisis' of the Welfare State," at OECD conference of experts, Paris, October 20-23, 1980.

Lecture on "The Role of Political Parties in Welfare State Development," Harvard University, Center for European Studies/Center for International Affairs, October 27, 1980.

Presented paper on "Evaluation Research and Politics: Political Legitimacy and Consensus as Missing Variables in the Assessment of Social Policy," at Pinhas Sapir Conference on Development, Tel Aviv, December 28-30, 1980.

Participated in SSRC conference on "Employment, Productivity, and the Unrecorded Economy," Washington, D.C., May 1, 1981.

Participated in panel on "Industrial and Social Policies in Western Europe and Japan: Implications for Business-Government Relations in the U.S.," 1981 Public Affairs Conference, UCB Business School, June 24, 1981.

Elected to Steering Committee of Council of European Studies, September 1980.

Member, Program Committee, American Sociological Association, 1980-82

Elected Vice President, Research Committee on Poverty, Social Welfare, and Social Policy, International Sociological Association, 1980.

Michael Wiseman (Economics)

Publications

"Subsidizing Employment in the Non-Profit Sector" (with Janet Galchick) in R.P. Nathan, R.F. Cook, and E. Lane Rawlins, eds., *Public Service Employment: A Field Evaluation* (Washington, D.C.: The Brookings Institution, 1981).

"The Changing Role of the Non-Profit Sector" in R.F. Cook, *et. al.*, *Public Service Employment in Fiscal Year 1980*, Report to the U.S. Department of Labor by the Public Service Employment Project (Princeton University, Woodrow Wilson School, 1981).

Professional Activities

Presented paper on "Reindustrialization and Urban Areas" (with Pravin Varaiya) at the International Conference on Structural Analysis and Planning in Time and Space, at the University of Umeå, Sweden, June 22, 1981.

Guest speaker for the Willamette (Oregon) University Conference on CETA Administration, February 6, 1981.

Sheldon Zedeck (Psychology)

Publications

"Expectations of Behaviorally Anchored Rating Scales" (with R. Jacobs and D. Kafry), *Personnel Psychology*, 33, 1980.

Professional Activities

Presented paper on "Capturing and Assessing Interviewer Policies for Interview Decisions" at meeting of the Western Psychological Association, Hawaii, May 1980.

Presented paper on "Behaviorally Anchored Performance Appraisal Methodology" at conference on Performance Appraisal, Institute of Industrial Relations, UCLA, July 1980.

Presented paper on “The When and Why of Goal-Setting Effectiveness” at meeting of the Western Psychological Association, Los Angeles, April 1981.

Editor, *The Industrial-Organizational Psychologist*, American Psychological Association Division of Industrial/Organizational Psychology Newsletter. (Support service provided by IIR.)

Member, Editorial Boards of *Journal of Applied Psychology* and *Industrial Relations*; occasional reviewer for *Organizational Behavior and Human Performance*, *Personnel Psychology*, and *Applied Psychological Measurement*.

BAY AREA LABOR STUDIES SEMINAR

1979-80

Date	Speaker	Topic
November 18, 1980	Thomas R. Donahue Secretary-Treasurer AFL-CIO	“The Problem of ‘Reindustrialization’: Labor’s Perspective”
February 24, 1981	Gregory Grossman Professor of Economics U.C. Berkeley	“Labor Aspects of the Soviet Underground Economy”
April 15, 1981	Lloyd Ulman Professor of Economics and Director, IIR U.C. Berkeley	“Wage Policy in the Current Mess”
April 28, 1981	Peter D. Carr Labour Counsellor British Embassy	“The Changing Industrial Relations and Political Situation in Britain”
May 12, 1981	David Brody Professor of History U.C. Davis	“Reinterpreting the Labor History of the 1930’s”
June 1, 1981	Polish Film	“Robotnicy 80” (Workers 1980)

LABOR CENTER PROGRAMS

1980-1981

Date	Subject	Organization	Attendance
7/9-10/80	Advanced Stewards Training	Communications Workers of America, Local 9423; San Jose	25
9/10-12/80	Stewards Training	CWA, Local 9495; San Leandro	15
9/12/80	Duty of Fair Representation	Multi-union; San Francisco	42
9/17-19/80	Stewards Leadership Training	CWA, Local 9403; Santa Rosa	40
9/20/80	Stewards Leadership Training	State Employees Trades Council, Laborers Local 1268; Burlingame	60
10/5-10/80	Grievance Arbitration	Multi-union; UCB	20
10/9/80	Organizing Women Workers	Multi-union; UCB	30
10/16-17/80	Legislative and Political Action Seminar	CWA, District 9; Washington	45
10/19-24/80	Leadership School	CWA, District 11; Los Angeles	40
10/22/80	Duty of Fair Representation	Contra Costa Public Employee Council	20
10/23/80	Stewards Training	CWA Psych. Tech.; Napa	15
10/25/80	Stewards Training	Service Employees Int'l Union, Local 411; Sacramento	35
10/29-21/80	Collective Bargaining	CWA, District 9, Washington	35
11/8/80	Stewards Training	SEIU, Local 411; San Jose	35
11/9-14/80	Transit Union Representatives Leadership Training	ATU, UTU, TWU; Asilomar	24
11/19-20/80	Parliamentary Procedure	CWA, Local 9421; Sacramento	25
12/9/80	Stewards Training	CWA Psych. Tech.; Stockton	15
12/18-19/80	Stewards Training	CWA, Local 9423; San Jose	30
1/11-16/81	Transit Union Representatives Leadership Training	ATU, UTU, TWU; Asilomar	24
1/19/81	Foreign Trends and Experience in Union Involvement in Pension Fund Management and Investment	Multi-union; San Francisco	
1/19/81	Stewards Training	SEIU, Local 535; Sacramento	30
1/24/81	Stewards Training	SEIU, Local 535; San Jose	35

1/27/81	Fact Finding	CWA, Local 9423; San Jose	15
1/28/81	Fact Finding	CWA, Local 9418; Modesto	30
1/29-31/81	Stewards Training, Fact Finding	CWA, Local 9403; Santa Rosa	75
2/4-6/81	Equity Committees Workshop	CWA, District 9; Sacramento	45
2/7/81	Stewards Training	AFSCME; Martinez	30
2/9/81	Stewards Training	Hotel, Restaurant Employees and Bartenders Union, Local 2	20
2/11-13/81	Advanced Stewards Training, Fact Finding	CWA, Local 9419; Redding	35
Feb. 18 & 24; March 10, 18, 24 & 31	Stewards Training	SEIU, Local 22	30
2/21-22/81	Contract Interpretation and Administration	Amalgamated Transit Union, Local 192; Oakland	75
Spring 1981	Leadership Training	SEIU, Local 390; Oakland	25
3/1/81	Leadership Seminar, Arbitration Training	Utility Workers of America	100
3/21/81	Stewards Training	SEIU, Local 916; Oroville	20
4/8-10/81	UCLEA 1981 Annual Meeting	San Francisco	250
4/12-16/81	Pension Bargaining Institute	Multi-union, with the George Meany Center; UCB	30
5/81	Stewards Training	SEIU, Local 535, Modesto	30
5/81	Sexual Harassment	CWA/IBEW; Concord	
5/81	Sexual Harassment	American Federation of Government Employees; Tulare	12
5/81	Sexual Harassment	Multi-union; UCB	35
5/12-13/81	Cost-of-Living Adjustment Clauses	Multi-union; UCB	25
5/16/81	Stewards Training	Int'l Brotherhood of Electrical Workers, Local 1245; Chico	55
5/21-22/81	Stewards Training	CWA, Local 9431; Auburn	15
6/13/81	Fact Finding	CWA, Local 9413; Reno	40

LABOR OCCUPATIONAL HEALTH PROGRAM

The Labor Occupational Health Program (LOHP), which grew out of the union education programs of the Institute's Center for Labor Research and Education after the passage of the federal and California Occupational Safety and Health Acts, is now ending its seventh year of operation. LOHP, as a component of the Labor Center, has offered Northern California local unions and their members training sessions, conferences, publications, films, technical assistance, and a library resource.

Originally funded by the Ford Foundation, LOHP has received primary funding from the U.S. Department of Labor, Occupational Safety and Health Administration, under a "New Directions" grant since 1978. In addition, since 1979, LOHP has been partly funded by the Northern California Occupational Health Center. This Center is a joint, State-funded activity of the Berkeley, Davis, and San Francisco campuses of the University with the purpose of providing within the University a coordinated interdisciplinary focus on health of the worker and the environmental quality of the workplace.

LOHP's activities during 1981 have fallen into 13 major areas of concern. We have: designated and trained professional staff; formed and consulted with an Advisory Group; identified needs in our jurisdiction; developed materials; developed a resource center; disseminated information; developed the range of content of our services; evaluated our own program; revised our long-term plan, conducted classes and workshops; conducted conferences/speeches; provided technical assistance to labor and labor-management groups, labor studies programs, and other "New Directions" grantees.

Research, training, and publishing activities have focused on six target industries, four target hazards, and five special populations. Industries to which special attention was directed included: agriculture, canneries, chemicals, building trades, foundries, and forest products. Target hazards were: toxic substances, noise, stress, and automation. Special worker populations on which particular emphasis was placed included: women, minorities, unorganized workers, non-English speaking workers, and white collar workers.

During 1981, LOHP staff members have participated in a broad range of programs to increase their expertise, including worksite visits, professional conferences and classes, and specialized medical training through the Northern California Occupational Health Training Center at San Francisco General Hospital.

Publications and Educational Materials

Since 1974, LOHP has published a regular health and safety newsletter, *Monitor*, which distributes about 3,000 copies on a bi-monthly basis to individuals, union organizations, institutions, labor editors, and health and safety professionals and organizations. Although most paying 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, and offers detailed articles on hazards and issues. Some major articles during 1981 included: "PCB's — Some Facts," "Union Liability for Health and Safety Activities," "Effects of Non-Ionizing Radiation," and "Reproductive Hazards."

In addition, numerous articles, fact sheets, pamphlets, and training packets have been pro-

duced. A packet of clippings on clerical work was compiled, as was a packet on hazards associated with video display terminals. A series of "crop sheets" is now in process, dealing with pesticide hazards in agriculture. The number of materials disseminated by LOHP has more than doubled since last year.

A major pamphlet covering the hazards of laundry work was produced jointly with the Food and Beverage Trades Department, AFL-CIO. LOHP has also developed a training syllabus of 100 pages called "Everything You Wanted to Know About Health and Safety," which has become standard material for all major conferences and classes taught by staff members. In addition, staff have written monographs and journal articles which are often reproduced for distribution by LOHP. These include an annotated bibliography, "Occupational Disease Among Black Workers," by Morris Davis and Andrew Rowland; "The Right to Refuse Hazardous Work After *Whirlpool*," by Larry Drapkin; and "Health and Safety Provisions in Union Contracts: Power or Liability?" by Larry Drapkin and Morris Davis.

A major publication produced by LOHP this year was "Getting the Facts." This 100-page guide outlines how to set up a health and safety library, and provides an extensive bibliography listing a wide variety of periodicals, books, pamphlets, and audiovisual materials.

Currently scheduled for release in the fall of 1981 are several 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 exposures to California pesticides. "Health and Safety Rights of Farmworkers" will deal with legal rights under OSHA and Cal/OSHA.

Audio-Visual Materials

LOHP has organized a photograph and slide resource center which covers a wide range of health and safety topics. All are made available to the public and have been widely disseminated. The center also offers expertise and technical assistance to various groups on how to use audiovisual materials for health and safety training and education.

In addition to five slide modules on various topics which LOHP previously produced, we are now in the final process of producing two additional important slide/tape shows. One deals with pesticide hazards for farmworkers, and the other with office worker health and safety hazards.

LOHP's third documentary motion picture, "Another Day's Living," was released early this year. This half-hour color film depicts hazards in logging and wood products manufacture, and was produced jointly with the International Woodworkers of America. It joins LOHP's previous productions, "Working Steel" and "Working For Your Life," which are still widely distributed.

Library

The LOHP Library expanded its services significantly during 1981. More than 150 new acquisitions focused particularly on toxic substances, carcinogens, asbestos, reproductive hazards, utilities, hospitals, women, and minorities. Several exchange agreements were established between outside public interest information services, newspapers, newsletters, and our *Monitor*. The paper and pamphlet file was expanded and refined. The LOHP Library also initiated a collection of Spanish-language books, pamphlets, and fact sheets. The Library is a major Berkeley campus resource for students and faculty, as well as for LOHP's worker clients.

Conferences

1. LOHP co-sponsored with Boilermakers and Blacksmiths Local 10 and the Labor Education and Research Center (LERC) of the University of Oregon an all-day conference on Occupational Noise and Hearing Loss. Held on February 21, 1981 in Oakland, the session included administering audiometric tests and questionnaires on hearing loss, degree of impairment, interference with lifestyle. More than 100 operators, welders, machine operators, boiler-makers, blacksmiths, and other members attended. The union arranged for space, announcements, etc.
2. LOHP co-sponsored with Pacific Northwest Labor College a 3-day safety and health training conference, February 21-28, 1981. Wood products workers received intensive training in rights under Cal/OSHA, enforcement procedures, using safety and health standards, documentation of hazards, health and safety committee problems, discrimination complaints, monitoring of state plans, collective bargaining, union's role, etc. Jobs represented were millwright, helper, inspector, proof press operator, storeroom clerk, backtender/papermaker, fitter/welder, and others.
3. A Health and Safety Resources Conference was held April 13, 14, 15, 1981 at the Bellevue Hotel, San Francisco. Fifty-eight attendees represented a broad cross-section of interests and specialties — educators, medical and legal professionals, union leaders, and health and safety specialists — from California, other Western states, Hawaii, Eastern states, and Canada. Workshop leaders and keynote speakers represented a wide range of health and safety expertise: public information, industrial hygiene, filmmaking, the press, libraries, the media, and science. The agenda included film screenings and discussion of film use; teaching health and safety; how to work with the media; display of written materials; writing workshops; setting up health and safety libraries; developing slide/tape shows and newsletters.
4. LOHP conducted its third annual conference on the Occupational Health of Working Women. Held on July 18, 1981 at UC/San Francisco Extension, the conference focused on the occupational health of office workers. Issues addressed were automation and speed-up, health and safety for VDT operators, stress, sexual harassment, indoor air pollution, and the dual role of worker and homemaker. Attended by about 60 union and non-organized women, the agenda included workshops, panel discussion, slide shows, and speakers representing a spectrum of labor and women's organizations.
5. An LOHP conference on Toxic Substances was held on August 19 and 26, 1981 at the Institute of Industrial Relations, Berkeley. Structured to give participants basic skills in understanding and evaluating toxic substances, the conference discussed issues such as standards, employee rights, and "getting the facts"; and studied toxic substances, their use, properties, and effects on the body, with emphasis on substitution or other methods of solving problems.
6. A Collective Bargaining Conference was held August 13 and 14, 1981 at the Institute of Industrial Relations, Berkeley. Designed to assist union representatives and negotiating committee members in drafting contract proposals and negotiating with employers, the conference dealt with numerous subjects concerning health and safety in the workplace. Topics included: defining and setting goals, preparing for negotiations (checklists), understanding specific clauses (general duty, protection from hazardous work, regular rest periods). Sample contract language was discussed and participants did role playing and problem solving.

7. Minorities Conference, September 11-12, 1981, UC/Berkeley. Occupational safety and health problems faced by minority group workers were examined in a two-day conference. Topics included an analysis of occupational safety and health problems, discussion of occupational health and safety rights of workers, legal rights under workers' compensation laws, labor laws, and anti-discrimination laws. Workshops examined minority workers' problems in specific industries and occupations; as well as specific health problems. There was discussion of strategies and approaches which can be adopted by unions and individuals to improve occupational safety and health of minority workers.
8. School for Labor Practitioners, September 14-18, 1981, U.C. Berkeley. This intensive, week-long course for about 20 shop stewards, union representatives, and others dealt with job hazards, rights and resources for solving health and safety problems, and developing skills for assisting and training others in the unions.

Education and Training Sessions

LOHP conducted workshop/conferences for safety and health committees in cooperation with Central Labor Councils in four Northern California locations: San Jose, San Francisco, San Mateo, and Eureka. Classes and workshops were also conducted in our target industries. In agriculture, LOHP organized sessions in Spanish and English for farmworkers, small growers, physicians, and community health providers in cooperation with the California Department of Health, California Rural Legal Assistance, Cal/OSHA, NIOSH, and community groups. In the chemical industry, a week-long training session was held in early 1981 on health and safety hazards in the petroleum refining and petrochemical industries. This course, conducted under contracts between the Oil, Chemical, and Atomic Workers and large oil and chemical companies in California, was attended by both employer and employee representatives from Chevron, Standard Oil of California, Tosco Corporation, and Occidental Chemical Company. Representatives of various state agencies as well as LOHP staff participated in the teaching. A number of smaller workshops have also been held for the OCAW health and safety program.

During 1980-81, LOHP also gave two workshops for woodworkers and their union representatives through the Labor Education and Research Center, University of Oregon. Five workshops were also conducted for foundry worker members of Molders Local 164 in the Bay Area.

Outside the target industries, LOHP conducted an 18-week class in health and safety for trade unionists through Merritt College Labor Studies Program in Oakland; gave a workshop on noise hazards to the Glass Bottle Blowers Association health and safety committee in Oakland; trained airline safety and health representatives, members of the International Association of Machinists; and taught ten sessions to students in the School of Public Health, U.C. Berkeley.

Other union groups to which training was given included: "Stress for Teachers Conference" in Portland, Oregon; PCB hazards for the Federated Firefighters of California; stress training for the Professional Employee Department, AFL-CIO; hazards of flight attendants for Teamsters Local 2707; and health problems of women workers for Communications Workers of America, Office and Professional Employees, and Service Employees International Union.

Technical Assistance

Examples of major technical assistance provided by LOHP during 1980-81 include:

In agriculture, hundreds of requests for data on pesticides have been fulfilled, and an on-going relationship has been developed with the United Farm Workers Union to provide information on pesticides;

In the foundry industry, the Molders Union has been given advice on discrimination complaints and has requested a summary of health and safety standards for its membership; the United Steelworkers has requested health and safety information, resources and materials;

In the building trades, the Building Trades Council of Alameda County is cooperating with LOHP in the collection and analysis of Cal/OSHA annual injury/illness reports (Form 200's);

In many industries, assistance has been provided to unions regarding noise, heat, stress, automation, and women workers.

Other technical assistance has been provided to: legal professionals, medical/health professionals, various Universities including other departments of the University of California, non-profit institutes and foundations such as the American Cancer Society and the John Muir Institute, and state and local government at various levels in the U.S. and Canada.

Other Activities

LOHP and its staff made 47 health and safety presentations throughout the U.S. during 1980-81. These included talks at the Annual Meeting of the American Public Health Association (Detroit, October, 1980); the Third Annual Park City Environmental Health Conference (Park City, Utah, April, 1981); the University of California San Francisco Medical School; Occupational Health and Safety Conference, Wayne State University (Detroit); the Contra Costa County Cancer Society; the California Apprenticeship Council; Americans for Indian Opportunity Seminar on Environmental Health (Sacramento, February , 1981); the Oregon Governor's Health and Safety Conference; and others.

PUBLIC EMPLOYMENT RELATIONS

Retrenchment continued to present problems for the California public sector in 1980-81. Collective bargaining relationships at all levels of government were affected by pressures on both pay and employment. In line with a long-standing policy of responding rapidly to contemporary information needs, the California Public Employee Relations Program, with the assistance of a grant from the Ford Foundation, devoted a substantial portion of its resources to research on the activities of the parties in an environment of fiscal containment. In addition, the staff continued to meet its general research, publication, and training obligations, with particular attention to the implementation of the state and higher education bargaining laws, bargaining innovations in local government and public schools, and the on-going attempts of the parties, PERB, and the courts to define the status of the strike in California's public sector.

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, and State Personnel Board. 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.

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. The project was extended to 1981 in order to include comparative data from the anticipated difficult negotiations in the spring and summer. The goal has been to produce information which is 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.

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 gov-

ernment. Preliminary data have been published in the *California Public Employee Relations* quarterly on a regular basis. A final wrap-up of the Ford-subsidized project is underway.

The CPER Cumulative Table of Cases, 1969-1980

For some years, practitioners have urged the CPER Program to compile a cumulative index of cases to replace the fragmented research tools otherwise available. The need has been present for the last decade, owing to the particularly litigious character of public employment relations in California. Then, the creation of the Public Employment Relations Board in 1976 added a new and prolific source of decisional material. This year it was finally possible to release sufficient staff time, and Bonnie Bogue and Nancie McGann, both attorneys, undertook the project.

Published in the spring, the *Table of Cases* indexes all court and PERB decisions by official citation and subject; annotates each decision or order; keys each court case to the statute it interprets; and contains cross references to the *CPER* PERB Log and relevant articles. Response has been enthusiastic. Current plans are to keep the *Table of Cases* current by providing supplements to the *CPER Annual Index*.

Readership Questionnaire

In the last Annual Report, we noted plans to review our subscription list and promotion system, and to test readers' views on current and potential publication content. A four-page readership survey was sent to all subscribers in September 1980. Of the 30 per cent responding, 60 per cent identified themselves as management and 30 per cent as labor; the remaining 10 per cent included primarily attorneys, neutrals, academicians, and libraries.

In brief, 94 per cent of those responding rated the CPER quarterly as "above average" or "excellent" in terms of "accuracy," "Breadth of coverage," "usefulness," and "clarity" were all rated "above average" or "excellent" by more than 80 per cent of respondents. While the lowest rating was for "timeliness," nonetheless 73 per cent considered it "above average" or "excellent" in this category. Responses were similar for the *Special Reporting Series*. More than 85 per cent of respondents said they used the *CPER Index*.

With three exceptions, all respondents rated the CPER service as "consistently" or "usually" objective. Approximately 87 per cent of respondents rated the service superior to other services in terms of quality of information. Almost half the respondents had subscribed for five or more years; 75 per cent had subscribed for at least three years.

CPER's ongoing program includes the following:

(1) Publication of *CPER*, a quarterly magazine; the *CPER Special Reporting Series*, an expedited news service, and the *CPER 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 Programs and Labor Center. (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.

Research and Publication

The *California Public Employee Relations* quarterly, now in its 13th 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 1980-81 year, the *CPER* quarterly included major articles on a wide range of subjects, reflecting the mixture of current interests of readers. Twelve articles were contributed by outside authors, the remainder by CPER staff.

September 1980:

- "A Comment on the Constitutionality of SEERA" (Reginald Alleyne, UCLA Professor of Law and former Chairman, Educational Employment Relations Board)
- "Bargaining in 1980: A Survey of Local Agencies"
- "An Analysis of the Berkeley Faculty Election" (Joseph Garbarino, U.C. Berkeley Professor of Business Administration)

December 1980:

- "The Agency Shop After Abood: No Free Ride, But What's the Fare?" (Charles M. Rehmus, Dean, N.Y. State School of Industrial and Labor Relations, Cornell University, and Benjamin A. Kerner, associate with Gregory, Van Lopik, Korney & Moore, Detroit)
- "Safety Services Bargaining: Adapting to the Unique" (Morris Slavney, Chairman, and George R. Fleischli, General Counsel, Wisconsin Employment Relations Commission)

March 1981:

- "An Analysis of 1979-80 Strikes in California's Public Sector"
- "Comparable Worth: Pros and Cons on a Controversial Issue" (Virginia Dean and Patti Roberts, Comparable Worth Project; Thomas F. Campanella, Assistant County Administrator, County of Marin; John F. Henning, Executive Secretary-Treasurer, California Labor Federation; position paper of the International Personnel Management Association)

June 1981:

- "Productivity Improvement and the Negotiating Obligation" (Gerald M. Pauly, Director of Personnel Management, County of Sacramento)
- "Quality Circles Come to California Local Government" (Craig Smith, Training Officer, County of Sacramento)
- "Productivity: Problems and Prospects" (Work in America Institute)

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. In 1980-81, 174 pages were devoted to such articles.

The *Special Reporting Series* continues to supplement the quarterly. This service provides a flexible means of transmitting information of importance between issues of the quarterly. For example, this year the *SRS* made it possible to publish a 12-page wrap-up of complex negotiations in the City of Los Angeles, as well as analyses of the California Supreme Court's decisions on retroactive pay and the constitutionality of the State Employer-Employee Relations Act.

Readership questionnaire responses regarding the *CPER Annual Index* were extremely helpful in assisting us to evaluate this difficult and time-consuming project. It is clear that the *Index* is used heavily for research, litigation, and negotiations. Several suggestions for improving usability were adopted for the indexing of 1980 publications.

Reference and Consultation Services

Approximately 150 telephone and personal reference questions were received and answered by staff. For the most part the questions were from individual practitioners involved in litigation, bargaining, or legislative action, from legislators, and from students and faculty engaged in research. Management and labor subscribers made the most frequent use of this service, but CPER staff also spent considerable time assisting other persons and groups. For example, over the year, reference questions were answered for government agencies (Public Employment Relations Board, State Mediation and Conciliation Service, State Supreme Court Library, U.S. Department of Labor [Seattle], Equal Employment Opportunity Commission [S.F.]); legislative offices (Senate Education Committee, Republican Caucus, Sen. Bob Wilson, Assemblyman Tom Bates); management and labor practitioners (Governor's Office of Collective Bargaining, California Teachers Association, California School Boards Association, Laborers Union, Peace Officers Research Association of California, Service Employees International Union, Alameda County Civil Service Commission, L.A. Community College District, California Labor Federation, Union of American Physicians and Dentists, U.C. [Systemwide]); public interest groups (Citizens Committee of the Berkeley Unified School District, Public Advocates of Los Angeles); academicians (Frank Levy [Urban Institute], David Brody [U.C. Davis], David Feller [U.C. Berkeley]); and the news media (Bureau of National Affairs; *Bakersfield Californian*, *S.F. Examiner*, *Vallejo Times-Herald*).

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 the 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 participated in a national conference on public sector data needs, sponsored by the Public Employment Relations Service and U.S. Office of Personnel Management. Bonnie Bogue spoke on "Arbitration: The State of the Law in California's Public Sector" at a California Administrative Law College conference; spoke on "The Duty of Fair Representation in the Public Sector" at a Labor Center conference; and participated

in UCLA's Public Sector Law Update Conference. Marla Taylor was invited to participate in conferences of the California Public Employer Labor Relations Administrators, League of California Cities/County Supervisors of California Labor Relations Institute, and California County Public Employee Relations Group (Southern California).

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; 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; Nancie D. McGann, J.D., and Phil Horowitz, Associates.

STUDENT ACTIVITY

Twenty-five graduate students were employed as Research Assistants in the Institute during 1980-81. In all but three cases, they worked directly for Institute faculty members, an arrangement which has proven to be mutually satisfactory. Of the three who did not assist faculty members, one was student editor for *Industrial Relations* and the other two were assigned generally to the Labor Center. The Research Assistants were enrolled in the following departments: Business Administration, 6; Economics, 8; History, 2; Law, 2; Political Science, 1; Psychology, 2; Sociology, 4.

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 1980-81 by students affiliated with the Institute are:

Sanford M. Jacoby (Economics), "The Origins of Internal Labor Markets in the United States, 1910-1930: Turnover, Personnel Management, and Morale."

Natalie Lun (Business Administration), "Participation Management and the Chinese American: Desires and Preferences as a Function of Acculturation, Personality, and Work Organization."

Bruce E. McCain (Business Administration), "Commitment Under Conditions of Failure: Escalation or De-escalation?"

The following is a list of graduate students who were affiliated with the Institute during 1980-81.

Name	Department	Name	Department
Deborah Armida	Economics	Barbara Dohrn	Business Adm.
Allen Berger	Economics	Sean Flaherty	Economics
Nakiye Boyacigiller	Business Adm.	Lupe Friez	Economics
Jack Brittain	Business Adm.	Teresa Ghilarducci	Economics
Stephen Cecchetti	Economics	William Glick	Business Adm.
Isaac Cohen	History	Jane Grant	Sociology
Theodore M. Crone	Economics	Robert Havens	History
Kurt De Stigter	Psychology	Phillip Horowitz	Law

Name	Department	Name	Department
Sanford Jacoby	Economics	Katherine Mooney	Sociology
Thomas Janoski	Sociology	Paul Ong	Economics
Charles Jeszeck	Economics	Robert Pease	Business Adm.
Richard Keiser	Political Sci.	Sheila Puffer	Business Adm.
Valerie King	Law	Peter Rappoport	Economics
Anne Lawrence	Sociology	Jamie Robinson	Economics
Sheila Lichtman	History (Davis)	Anthony Rodrigues	Economics
Yolanda Lopez	Law	Howard Rosenberg	Business Adm.
Marcia Marley	Economics	Elizabeth Savoca	Economics
Sharon MacLane	Psychology	Elaine Sorensen	Economics
Bruce McCain	Business Adm.	Nancy Spencer	Business Adm.
Pamela McKechnie	Business Adm.	Gary Wagner	Business Adm.
Ruth Milkman	Sociology	Douglas Wholey	Business Adm.

INSTITUTE PUBLICATIONS

1980-1981

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 1980-81, the Institute regretfully had to depart from its long tradition of providing single copies of reprints at no charge. Single copies are now offered at 50 cents each. 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 Katherine Mello, circulation manager for the faculty reprint series; with Adelheid Zofel, circulation manager for *Industrial Relations*.

I. Periodicals

Industrial Relations: A Journal of Economy & Society

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

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

Subscription rates:

	Annual Subscription	Three-Year Subscription	Single Issue
Domestic			
Individual	\$10.00	\$25.00	\$4.00
Institution	\$12.00	\$30.00	\$4.50
Foreign			
Individual	\$11.00	\$28.00	\$4.50
Institution	\$13.00	\$33.00	\$5.00

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 1980-81 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' 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. In the 1980-81 fiscal year, a special index of public sector employment relations cases in California was published: *The CPER Cumulative Table of Cases, 1969-80*.

Subscription rate: \$95.00 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 6 times a year.

Subscription rates: \$5.00 (individuals), \$10.00 (institutions).

II. Faculty Reprint Series 1980-81

- 432 "Inducements versus Constraints: Disaggregating 'Corporatism,' by Ruth Berins Collier and David Collier. Reprinted from *The American Political Science Review* (1980).
- 433 "Male Occupational Standing and the Dual Labor Market," by Sam Rosenberg. Reprinted from *Industrial Relations* (1980).
- 434 "Quality of Worklife and Participation as Bargaining Issues," by George Strauss. Reprinted from *The Shrinking Perimeter: Unionism and Labor Relations in the Manufacturing Sector* (1980).
- 435 "Faculty Unionization: The Pre-Yeshiva Years, 1966-1979," by Joseph W. Garbarino. Reprinted from *Industrial Relations* (1980).
- 436 "Women's Economic Contribution to the Family," by Clair Vickery Brown. Reprinted from *The Subtle Revolution/Women at Work* (1980).
- 437 "Labor's Eroding Position in American Electoral Politics: The Impact of the Federal Election Campaign Act of 1971," by Edwin M. Epstein. Reprinted from *Employment and Labor-Relations Policy* (1980).
- 438 "Leftism, Catholicism, and Democratic Corporatism: The Role of Political Parties in Welfare State Development," by Harold L. Wilensky. Reprinted from *The Development of Welfare States in Europe and America* (1981).

- 439 "The PAC Phenomenon: An Overview," by Edwin M. Epstein. Reprinted from *The Arizona Law Review* (1981).
- 440 "Expectations of Behaviorally Anchored Rating Scales," by Rick Jacobs, Ditsa Kafry, and Sheldon Zedeck. Reprinted from *Personnel Psychology* (1981).
- 441 "Organizational Proliferation and Density Dependent Selection: Organizational Evolution in the Semiconductor Industry," by Jack W. Brittain and John H. Freeman. Reprinted from *The Organizational Life Cycle* (1981).
- 442 "Family Life Cycle, Work, and the Quality of Life: Reflections on the Roots of Happiness, Despair, and Indifference in Modern Society," by Harold L. Wilensky (1981).
- 443 "The Job Characteristics Approach to Task Design: A Critical Review," by Karlene H. Roberts and William Glick (1981).

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., Revision 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.

THE JOURNAL

The academic year 1980-81 was the twentieth anniversary of *Industrial Relations*, the Institute's academic journal. Since its inception in October 1961, the journal has consistently drawn a large number of high quality submissions from scholars and practitioners all over the world. The journal's longtime policy of publishing frequent symposia on topics of current importance, although costly in staff time, remains one of its most significant features.

The Board of Editors has continued to expand as research in the field ebbs and flows and submissions multiply. The journal's decision to encourage more submissions in the emerging field of human resource management led to the appointment of George Milkovich of the New York State School of Industrial and Labor Relations, Cornell University. The journal was also fortunate when Thomas Kochan, Sloan School of Management, Massachusetts Institute of Technology, agreed to join us as well. The Board now numbers 25, with members equally divided between scholars associated with the Institutes at Berkeley and UCLA and those from universities elsewhere in the nation.

Scholarly work published this year continues to reflect increased emphasis on quantitative work in the field of labor economics. However, the journal is pleased to note a resurgence of interest in work using institutional perspectives and methods, and is publishing more of such work than in previous years. An example this year was Deborah Kolb's participant observer study of mediator behavior in the state and federal sectors.

Our fall issue was mostly devoted to a symposium, put together by John Anderson and Peter Feuille, on public sector labor relations in the U.S. and Canada. Articles in the symposium compared various features of the two systems; particularly well received was Canadian scholar Kenneth Swan's comparative discussion of the legal sources of the major differences.

The journal's rejection rate still approaches 85 per cent, where it has remained for the last three years. Out of 195 unsolicited articles received during 1980-81, 24 were published. Circulation is similarly stable, holding at approximately 2,400.

The international flavor of the journal shows no signs of flagging. During 1980-81, one-fourth of the articles published and one-sixth of the submissions received came from abroad. Also, just under 25 per cent of our subscribers live outside the United States.

Plans for the future include a symposium on recent advances in human resource management and an exchange among various scholars on the state of the field using Professor Kochan's new book, *Collective Bargaining and Industrial Relations*, as a focus for discussion. Contributing to the exchange will be Orley Ashenfelter, L. L. Cummings, Milton Derber, Richard Hyman, and Clark Kerr.

George Strauss and Raymond Miles jointly chair the Editorial Board. Susan Moreland is Circulation Manager (replacing the departing Adelheid Zofel). Katherine Mooney serves as Assistant Editor. The Managing Editor is Barbara Porter. The journal is edited by David Bowen.

THE LIBRARY

"Change" provides the theme for this year's report. First, there was change of leadership when David Zaehring left in late October 1980 to assume a position at the University of North Carolina library, Charlotte campus. Clara Stern, CPER Librarian, served as Acting Librarian until the appointment of Nanette Sand in late January 1981, and continues to serve as part-time Associate Librarian, sharing her expertise with Nan and the newly appointed library assistants. The support staff in 1980-81 included Irja Friend, Kathleen Burnett, and Brian Walsh. Inevitably, there has been much for the staff to learn, and various procedural changes have been made.

The Institute now owns a microfiche reader. It serves an essential need — for, as of January 1981, the Main Library's card catalog was "closed", and this means that new additions to the collection are no longer represented by cards filed into the catalog drawers in the Doe Library's central catalog; instead, new acquisitions for the General Library now appear only on fiche ("Cat 2"), and cumulative sets of fiche are reproduced semimonthly and distributed throughout the campus. By means of these fiche, all campus libraries, large and small, know what items have been/are being added to the General Library's holdings. Thus, for everyone, the microfiche reader is "the bridge." Eventually, most branch libraries will follow suit in closing their card catalogs too, and it is intended that ultimately the tapes created for fiche will be the means by which a statewide database of UC library holdings will be created. Complete statewide serials listings are already available; and researchers are encouraged to familiarize themselves with the experimental prototype computer terminals ("Melvyl", by name) placed in the Main Library's loan hall.

The cost of such conversion to computers for the IIR library is at present prohibitive...and still a distance away. At the same time, it behooves the Institute librarians to become conversant with what may be possible someday; they have participated in several tours and workshops and have made use, too, of OCLC and RLIN terminals, thanks to the generosity of the Interlibrary Loan office. While most non-General libraries (like IIR — those not funded by the General Library system) still operate in the traditional manner, i.e. adding cards to the "open" catalog drawers, they, nonetheless, are looking toward and anticipating the benefits of such automated systems in the future. Some day procedures such as ordering and cataloging will be vastly different, and online research will open to all users the tremendous resources of the University's holdings as well as the resources of the growing number of data bases now available beyond the University system through commercial sources.

None of this automation is intended at present to take the place of printed materials! It can and does provide greatly improved access to such materials, however, and that is to be applauded. Approximately 250 books and twice that number of non-books (government documents, reprints, pamphlets, etc.) continue to be added to our collection annually; serials remain fairly constant at nearly 900 regularly received. It is hoped that with the new year and greater familiarity with the collection, the library staff will be able to provide more research and reference service to its users. A "Guide to the Use of the IIR Library" is one aid on the drawing board; it should enable the library users to locate materials more readily and effectively, and at the same time release the staff for more creative tasks.

A Space Survey Report prepared for the Chancellor's Office in the spring refocused attention on the library's physical needs. Since then eight new shelving units have been added and file cases moved to accommodate more shelving when the budget allows. Some volumes have been removed from atop cases where they were considered hazardous and relocated in closets where they can be paged. Conservation of resources is a major concern for librarians in these days of inflation, and care of the collection in all ways is an ongoing headache. Replacement of items is

difficult — consequently, there must be attention given to tightening of borrowing procedures; loss of books is both a time-consuming and costly process. Physical conservation of books is, in part, an extension of today's greater consciousness of all environmental concerns, so that alertness to heating and lighting standards becomes one of the responsibilities as well.

There is genuine affection felt for the library on the part of its regular users. The Institute staff continues to constitute its largest clientele, and one of the summer tasks, long overdue, was an inventory of materials checked out to them; to this they gave their full cooperation. Publication of the "New Acquisitions" list has been reactivated; this serves to acquaint users with the breadth as well as growth of the collection. Of the approximately 250 books added annually, nearly half continue to be gifts from faculty, alumni, and friends. BNA serials are the single most costly part of the collection, but they appear to serve a wide constituency concerned with arbitration and employment problems; no other campus library has as complete a collection.

A very helpful orientation opportunity was provided the librarian when she was sent to the annual meeting of the Committee of Industrial Relations Librarians at Cornell University in late May; this was followed by a trip to Washington, D.C. where she visited numerous government offices and the Library of Congress. The latter library also converted to a "closed" catalog as of January 1981.

VISITORS

The following is a partial list of visitors to the Institute during 1980-1981:

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

David Brody
Department of History
University of California
Davis

Evan Jones
University of Sydney
Sydney, Australia

Sam Rosenberg
Department of Economics
University of California
Davis

David Soskice
University College
Oxford University
Oxford, England

Alain Supiot
Faculty of Law and Political Science
University of Nantes
Nantes, France

Other Visitors

G. J. Bamber
Durham University Business School
Durham, England

Yoram Barzilai
Director
Economic and Social Research Institute
Histadrut
Tel Aviv, Israel

Andoni CAYERO Uria
Labor Relations and Industrial Sociology
Deusto University
Bilbao, Spain

Mustafa Dilbore
Faculty of Administrative Sciences
Bogazici University
Istanbul, Turkey

Tom Etty
Adviser, International Department
Confederation Netherlands Trade
Union Movement (FNV)
Amsterdam, The Netherlands

Roberto Falchetti
Advisor to the Minister of Labor
Montevideo, Uruguay

Matilde Fernandez
Secretary General
Chemical Workers, UGT
Madrid, Spain

Friedrich Fürstenberg
Johannes Kepler Universität Linz
Auhof, Germany

Bogdan Grzelonski
Institute of Political Science
Central School of Planning and Statistics
Warsaw, Poland

Urszula Grzelonski
Institute of Political Economy
Central School of Planning and Statistics
Warsaw, Poland

Stelian C. Hanak
Graduate School of Social and
Business Sciences
St. Gallen, Switzerland

Israel Kessar
Deputy Secretary General and Chairman
Trade Union Department
Histadrut
Tel Aviv, Israel

Dominique Martin
Centre de Recherches en Science
Sociales du Travail
Sceaux, France

H. Riskin
Institute for Research and Development
Haifa, Israel

Berit Rollen
Chief, Employment Services
Swedish Labor Market Board (AMS)
Stockholm, Sweden

Sheila Rothwell
Management and Industrial Relations
Administrative Staff College
Henley-on-Thames, England

Arne Selvik
President
The Institute of Industrial Economics
Bergen, Norway

Oscar Valdovinos
General Coordinator, Legal Department
Argentine General Confederation of
Commercial Employees
Buenos Aires, Argentina

Rudolf J. Vollmer
Labor Counselor
Embassy of the Federal Republic
of Germany
Washington, D.C.

Andre T. M. Wierdsma
The Netherlands School of Business
Brenhelen, The Netherlands

Richard Worsley
Deputy Director for Policy
Social Affairs Directorate
Confederation of British Industry
London, England

THE FACULTY

1980-1981

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 Admin.	Economics of higher education
David Collier	Political Science	Relationship between state and organized labor in Latin America
Edwin M. Epstein	Business Admin.	Business and labor political activity
David Estenson	Business Admin.	Economic and legal impacts on collective bargaining
David E. Feller	Law	The law of collective bargaining; collective bargaining in higher education
John Freeman	Business Admin.	Organizational behavior; personnel allocation; organization-ecology interaction
J. W. Garbarino	Business Admin.	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 Admin. (Emeritus)	Economics of higher education
Raymond E. Miles	Business Admin.	Organization behavior and development, with particular attention to management theory, leadership, and organization-environment interaction
Charles O'Reilly	Business Admin.	Personnel management; collective bargaining among professional workers
Michael Reich	Economics	Labor market segmentation; racial discrimination; income differentials
Karlene Roberts	Business Admin.	Organization psychology, with particular attention to communications issues, leadership and motivation
Barry Staw	Business Admin.	Courses of action for businesses and individuals. Response rigidities at individual, group, and organizational levels. Administrative behavior effects on leadership qualities
George Strauss	Business Admin.	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, ap-
praisal, and development

THE PROFESSIONAL STAFF

1980-1981

Norman E. Amundson	Chairman, Center for Labor Research and Education (on leave)
Janet R. Bertinuson	Associate Director, Labor Occupational Health Program
Bonnie G. Bogue	Associate Director, California Public Employee Relations Project
David J. Bowen	Editor, <i>Industrial Relations</i> , and Associate, California Public Employee Relations Project
Joan M. Braconi	Coordinator of Labor Programs
Paul Chown	Labor Coordinator, Labor Occupational Health Program
Morris E. Davis	Executive Director, Labor Occupational Health Program (first part of year)
Larry Drapkin	Law Coordinator, Labor Occupational Health Program
Peter Guidry	Coordinator of Labor Programs
John K. Hislop	Coordinator of Management Programs (first part of year)
Raymond E. Miles	Associate Director of the Institute
J. Bruce Poyer	Coordinator of Labor Programs
Brenda Presley	Program Coordinator, Labor Occupational Health Program
Betty V. H. Schneider	Director, California Public Employee Relations Project
Nanette O. Sand	Librarian, IIR Library
Clara S. Stern	Associate Librarian, California Public Employee Relations Project and IIR Library
George Strauss	Associate Director of the Institute
Marla Taylor	Associate, California Public Employee Relations Project
Lloyd Ulman	Director of the Institute
Sidney Weinstein	Program Coordinator, Labor Occupational Health Program

THE ADMINISTRATIVE AND CLERICAL STAFF

1980-1981

Patricia Ayers	Secretary for the Labor Occupational Health Program
Kathleen Burnett	Library assistant for IIR library (first part of year)
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 assistant for the Labor Center
Irja Friend	Library assistant for IIR Library (second part of year)
Marian Gade	Research associate for Clark Kerr
Maureen Kawaoka	Secretary for Clark Kerr (second part of year)
Joan J. Lewis	Senior administrative assistant for the Institute
Kenneth R. Light	Photographer/Producer for the Labor Occupational Health Program
Elizabeth Mason	Typist for the Labor Occupational Health Program
Katherine Mello	Circulation manager for reprint series and assistant bookkeeper for the Institute
Sharon A. Melnyk	Circulation manager for <i>California Public Employee Relations</i>
Joanne T. Molloy	Bibliographer for the Labor Occupational Health Program
Susan P. Moreland	Secretary in main office
Shizuko Okino	Circulation assistant for <i>California Public Employee Relations</i>
Barbara E. Porter	Managing editor of <i>Industrial Relations</i>
Mona Purifoy	Administrative assistant for Community Services
Susan Salisbury	Library assistant for the Labor Occupational Health Program
Sharon Samek	Secretary for the Labor Occupational Health Program
Brian Walsh	Student assistant in IIR Library
Claudia White	Secretary for Clark Kerr (first part of year)

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.

Since the Labor Occupational Health Program outgrew the Institute's available resources several years ago, space has been rented by the Program at 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.