



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



**A Report on:  
Research  
Training  
Community Activities.  
1977-1978**

**REPORT ON**

**RESEARCH ● TRAINING**

**and**

**COMMUNITY ACTIVITIES**

**1977–1978**

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## DIRECTOR'S INTRODUCTION

As conventional broad economic policies fail to break the vice of unacceptably high rates of both inflation and unemployment in which the community is gripped, attention is focused increasingly on so-called "structural" problems. It was formerly believed that some of these problems could be eliminated, or at least reduced to manageable proportions, by appropriate monetary and fiscal policies; but this belief is now accompanied (if not supplanted) by concern that the problems themselves may preclude the adoption of appropriate macroeconomic policies. Thus structural problems may well require direct approaches before the ameliorative influence of general demand measures can be brought to bear. Such structural problems are concerned with collective bargaining and industrial relations; with the behavioral characteristics of large-scale bureaucratic organizations which govern their policies and responses to externally generated change; with employment and income opportunities of particularly disadvantaged (or favored) socioeconomic groups. Research in all three areas has been performed by faculty members with Institute support and, in some cases, by members of the nonfaculty staff; and community educational activities have also been carried out in all of these areas.

George Strauss, in his work on the history of research in industrial relations, notes a recent increase in academic interest in this area, which is associated with attempts to integrate industrial relations into the wider domain of social science and to analyze it with the aid of specialized instruments of social science research. Three other lines of development have also contributed to this "renaissance": the economic impact of collective bargaining; the reaction of bargaining to legislated regulations and nonwage costs; and the emergence of a new generation of trade union leaders. The first consists of the contribution of collective bargaining to the phenomenon of "stagflation," noted above; the work of Lloyd Ulman, Robert Flanagan, and David Soskice on institutional change, wage inflation, and wage restraint policies in Western Europe deals with this line of development. It may be noted that one of the central policy problems involved in this work is closely related to the problem considered by Reinhard Bendix, i.e., how – and whether – private groups and institutions can retain autonomy when they are affected by significant "public interest." The second line of development consists of the encroachments made by legislative regulation of terms and conditions of employment on the substantive domain of collective bargaining. David Feller's work on the autonomy of private arbitration in relationship to external law raises the general question in the context of one of the most distinctive and important spheres of activity of collective bargaining in the United States. Both the research and educational work done by the Institute's Labor Occupational Health Program implicitly approaches the problem from the direction of legislative and administrative authority: its work, however, is concerned in part with helping collective bargaining institutions and activities cope more effectively with these complex dimensions of the work environment.

These first two lines of development, dealing with inflation and legislative regulation, are related. In general, expansion of the domain of governmental regulation is conducive to an increase in so-called nonwage labor costs to employers; and the extent to which these cost increases become translated into increases in unit costs and prices depends in part (and inversely) on the degree to which they are "absorbed" by moderation in the outcome of traditional collective bargaining. Thus the potential of collective bargaining for inflation or stability depends in good part on its responsiveness to the economic consequences of governmental "encroachment." Research and education at the Institute has also occurred in two other areas which, while not necessarily entailing increases in nonwage labor costs in the process of expansion, nevertheless

require adaptation by the parties to collective bargaining. The Labor Center continues to be involved — often at the request of union groups — in the area of environmental protection with its implications for investment and for the gain and loss of employment opportunities in California. Strauss' research on the "quality of working life" involves an area of at least potential adaptation by bargaining institutions at plant, company, or industrywide level, at least in the light of early European experience. In organizing a number of programs in which small groups of American workers were exposed to the experience of working side by side with foreign colleagues in foreign places of work — nurses in London, longshore workers in Rotterdam, and sailors in Norwegian ships — the Labor Center has been cooperating with the Ford Foundation in an interesting comparative approach to working experience.

Harold Wilensky's comparative research on patterns of public consumption in advanced industrial economies may be regarded as viewing the relationship between legislated benefits and costs, on the one hand, and negotiated benefits and costs, on the other, from the perspective of social consumption. Moreover, his very timely work on the problem of tax backlash has obvious implications for collective bargaining in the public sector. That particular relationship has been explored on a current basis by the monitoring of the immediate effects of Proposition 13 on collective bargaining relationships, employment, and affirmative action by our California Public Employee Relations project, which began planning work in this area before the actual passage of the constitutional amendment.

The emergence of a younger generation of union leadership was cited above as contributing to an increased interest in industrial relations and collective bargaining. We mention it here because it has been reflected in an intensified demand for educational services made by the unions in Northern California on our Labor Center. New problems (some of which are mentioned above in connection with our research activities) confront new leaders. The problems are unprecedentedly complex; the leaders are better educated and frequently come to office with a broader than traditional view of the community and the role of the trade union. The Center staff has responded to their request eagerly and with great interest, although it is at present seriously short-handed.

Raymond Miles, Jeffrey Pfeffer, Karlene Roberts, Sheldon Zedeck, and John Freeman all work in the area of organizational behavior, an area of great and growing significance in a society and economy in which the wage, price, output, and employment responses of economic units can no longer be assumed to consist of nondiscretionary adaptations to market conditions under traditional competitive pressures. Miles and his colleagues deal with the analysis of organizational strategies and structures and of executive philosophies and approaches. Freeman's work adapts mathematical models used by bio-ecologists to the study of organizational failures. Pfeffer's research includes the study of governmental structure within academic organizations. Organizational policies in and approaches to personnel are naturally of high relevance to the central interests of the Institute. Working in this area are: Roberts, whose research on the motivations of full-time and of part-time workers is of timely importance in view of increasing experimentation with flexible arrangements in working time; Zedeck, who is working on relationships between the testing of semi-skilled employees and accident rate, as well as in comparative analysis of work values involving Israeli and U. S. workers; and Pfeffer, whose study of job attitudes among tenured faculty members is yielding preliminary results which seem to call into question some assumptions complacently held by economists in the study of labor supply.

Michael Reich's research may also be said to deal with the behavior of business organizations,

although his approach is that of an economist and although he is willing to posit the existence of a high degree of competition among employers. His task is to explain the persistence of discrimination and wage inequality among equally productive employees, which he attributes to wage differentials that inhibit collective action by all employees involved. Samuel Haber's research on the history of American professions approaches the problem of segmentation from the top; it seeks to explain how professional markets are made by the suppliers.

The final area of research in which the Institute is represented deals with unemployment and poverty. While labor market behavior in the highly concentrated, productive, well unionized, high-wage sectors in the economy are credited with contributing to inflation (even while responding to it), unemployment (the other half of stagflation) is by no means concentrated in that domain but may, on the contrary, be exported from it to the relatively unorganized and unprotected sectors and groups in the community whose access to the so-called "primary" or "internal" labor markets may be disproportionately restricted. Restriction of entry may also reflect rapid increase in supply, which has occurred among youthful and female entrants in the labor force. The increase in female labor force participation is part of one of the greatest social developments in modern times and is the subject of much of Clair Vickery's research, including her work on the economic position of families with more than one breadwinner. Reich's work on discrimination, mentioned above in connection with organizational behavior, is also of relevance to the problem of segmentation and segregation of workers into unprotected markets characterized by low incomes and high unemployment. Michael Wiseman's research on welfare recipients might be regarded as relating to one aspect of the behavior of people in the unorganized and unprotected labor markets: the degree to which employability is a supply-related trait. Vickery and Wiseman also work on two important and controversial policy instruments designed to alleviate problems of unemployment and low income: standards for income support programs (Vickery) and countercyclical public employment programs under CETA (Wiseman).



## FACULTY RESEARCH

### Collective Bargaining, Unions, and Public Policy

**Lloyd Ulman** (Economics) continues, with Robert 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 is being completed and a monograph is now being drafted.

**George Strauss** (Business Administration) has been engaged in a critical review of the changing patterns of industrial relations research since 1900. With some arbitrariness, he divides these developments into four periods, which he calls (1) Beginnings, 1900-1935; (2) the Golden Age, 1935-1960; (3) the Doldrums, 1960-1975; and (4) a possible Renaissance, 1975-on. The first period was concerned largely with legitimating collective bargaining and social security, and the second with making these institutions work. Particularly during the second period research was multidisciplinary in character and dealt with problems of high social significance. The third period saw industrial relations lose much of its central focus as its primary problems became relatively less urgent. Fortunately there are recent signs of a renaissance occurring as a new generation of scholars emerges which has been broadly trained in the social sciences and which views industrial relations as merely a social science problem, not as a totally unique phenomenon. Within this broader area, Strauss has been concerned primarily with the contributions which the behavioral sciences might make to industrial relations (and vice versa), and he is trying to develop an agenda of topics and approaches which might help bridge these two fields.

Separately Strauss has been concerned with the possible impacts on collective bargaining of the recent interest in quality of worklife, flexible work time, and workers' participation in management. Strauss suggests that occupational safety and health will assume greater importance at the bargaining table, as will problems connected with flextime, particularly in clerical occupations. Job redesign and workers' participation in management appear to have less appeal for U.S. workers and unions than they have in Europe.

**David E. Feller** (Law) continued 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 abjuring decisions on questions of external law are probably undesirable.

## **Manpower, Employment, and Welfare Policies**

### **Welfare and Income Maintenance**

**Clair Vickery's** (Economics) research during 1977-78 has focused on the shift of women's work from the home to the marketplace during the 20th century as the processes of urbanization and technological change have continued to make the household less able to compete with the labor market in terms of providing better housing, food and clothing, transportation, health care, and education. As a result of this shift to paid activities, families' earned incomes have been rapidly. Vickery is addressing the questions of how the increase in numbers of earners per family has affected labor's bargaining position, and the economic hardship that is associated with the unemployment of any worker in the family.

In addition, Vickery has completed an analysis of the differences in the cost of living versus the standard of living across regions of the country. Her study showed that cost-of-living differences were relatively minor, while the standard-of-living differences, which reflect location and income, were more important. These results indicate that setting federal standards for income support programs should be based at least partially on local wage levels, rather than solely on absolute income criteria.

**Michael L. Wiseman** (Economics) is continuing his work with sample data collected on Alameda County Welfare recipients in 1974. He is addressing the questions: (1) What effect do work incentives which are built into procedures for calculation of welfare benefits have on the likelihood that cases will close, that families will leave welfare, or that unemployed adults on welfare will take jobs? (2) Is it operationally feasible to segment the welfare population into "employables" and "unemployables" as is done in current proposals for welfare reform? Wiseman believes that the answer to question (1) is none or very little; his answer to question (2) is no.

**Harold Wilensky** (Sociology) continues his comparative study of the welfare state, which emphasizes the sources, substance, and effects of public consumption expenditures in nineteen rich democracies. He has begun analyses of the politics of taxing and spending with special attention to explanations of "tax-welfare backlash."

### **Labor Market Behavior**

Racial discrimination and labor market segmentation continue to be the primary research interests of **Michael Reich** (Economics). In the former area, he has focused his efforts on developing a theoretical model to explain the conditions under which discrimination persists in a competitive economy. He finds empirically inadequate theories of discrimination which emphasize either employers' incomplete knowledge of the productivity of their present and prospective employees or of the personnel costs of replacing an existing labor force.

Reich proposes instead a model of the firm in which the wage paid depends on the wage structure and mix of employees. Wage differences among employees tend to inhibit collective activities among them, which in turn raises the profit rate of the firm. Competition among employers therefore will not eliminate wage inequality among workers of equal productivity. This result obtains whether or not the employer is the actual agent of discrimination.

**Samuel Haber** (History) continues his research project on the history of American professionalism. During the past year, he has concentrated on the period 1830-1880, which was an era of prosperity and proliferation for the professions. Professions developed a unique authority in the broader culture which made them more than simply a species of monopolization. Using data on professionals in the cities of Memphis and Cincinnati during 1830-1880, Haber has concentrated on professionals' methods of "marketing" their services. He finds that most services were distributed through a system of "connections," i.e., a network of favors and obligations originating in the family but extending to friends, acquaintances, and associates. This system of connections and its ties with professional authority are being analyzed.

### **Manpower Policy**

In addition to his interest in welfare programs, **Wiseman** continues to study the design and implementation of counter-cyclical public employment programs. He concludes that the net increment to local government employment of programs under the Comprehensive Employment and Training Act – both in the short and long run – is only about 20 new jobs for every 100 jobs subsidized. Wiseman also believes that, despite elaborate rules to allocate public employment in labor market areas suffering the greatest cyclical joblessness, these jobs are in fact allocated in little better than random fashion.

### **Organizational Behavior**

**Jeffrey Pfeffer** (Business Administration) is continuing his research on power and decision-making in organizations. He is currently examining resource allocations and internal governance in 20 academic departments on each of two University of California campuses. Data have been obtained for a ten-year period on budget allocations, student enrollments and attrition, grant and contract funding received, length of doctoral programs, research board allocations, and faculty promotion. Data from interviews conducted by Jeanne Logsdon, graduate student in Business Administration, have also been collected on governance structures used within the departments and the distribution of influence across groups within departments. This study will also examine determinants of administrator turnover, the effects of administrators on departmental actions, and the process by which power is institutionalized.

Working with Gerald Salancik (University of Illinois), Pfeffer has developed a social information processing model of job attitude formation as an alternative to need-satisfaction models. The new model is being tested, using data from the 1969 Carnegie Council survey of faculty and new survey data being collected in two engineering firms in the San Francisco area. Preliminary results from the Carnegie data indicate that employees with insufficient justification tend to have more favorable job attitudes – e.g., faculty members committed to an institution by tenure show more favorable job attitudes the less they are paid (controlling for years worked and degrees received).

**Raymond E. Miles** (Business Administration) has continued (with his co-researchers Charles Snow, Alan Meyer, and Henry Coleman) his research on the relationship between an organization's market strategy and its internal structure and process characteristics. The group has studied

samples of organizations in four industries (college textbook publishing, electronics, food processing, and voluntary hospitals). During the past year, the group returned to the textbook industry for a longitudinal analysis of changing organization strategies and structures, and incorporated instruments to measure individual executives' philosophies of management and personal preferences regarding problems and problem solving techniques. In the hospital industry a wide range of objective measures are now being compared with the procedural data gathered in the original study. A number of papers from the group are now in various stages of preparation.

**Karlene Roberts** (Business Administration) has designed a large-scale research program to study the utilization of part- and full-time workers in the United States labor force. Data have been collected from a sample of 1,800 part- and full-time workers from across the country and 250 from Puerto Rico. Roberts is analyzing the differences in response between part- and full-time workers in such areas as commitment to work, perceptions about communication, role conflict and ambiguity, and job satisfaction; in addition, differences in demographic characteristics, absenteeism, and turnover are being investigated. Roberts has also been working in the areas of organizational communication as well as aggregation issues in organizational science from a philosophical point of view.

**John Freeman** (Business Administration) is continuing his work on organizational demography, with particular emphasis on the differential allocation of resources for administrative and productive personnel over the lifetime of organizations. His previous research in this area on California school districts has been extended to incorporate data from districts in New York, Florida, Kentucky, and North Dakota, and includes considerations of the effects of financial variables (in addition to those of enrollments), particularly as these affect growth and decline processes. Second, Freeman is continuing his research on the variation in failure rates among different kinds of organizations. This research uses mathematical models developed by biologists for the analysis of species populations to study the types of organizations and organizational structures which exist in particular organizational environments and specific product markets. A third project on which Freeman is working is a study of 50 restaurants in each of 18 California cities. He plans to trace their growth and structure over the next several years. Finally, Freeman is beginning research projects on colleges and universities, hospitals, and labor unions. His study of labor unions builds upon his previous work on union merger processes.

During 1977-78, the work of **Sheldon Zedeck** (Psychology) has been concentrated in four areas. (1) A long-term study of performance evaluation methodology has led to a study of the question of how many different performance dimensions can be processed by an evaluator in assessing the effectiveness of an individual for a specified position. (2) Zedeck continues to examine the validity of physical abilities test batteries used to select candidates for semi-skilled craft positions. He has found a statistical correlation between the battery and the "on-the-job accident" criterion. (3) The cross-national Israeli-U.S. study of work values is continuing with approximately 300 Israeli workers responding to a survey questionnaire. A comparable number of U.S. workers are currently being contacted. (4) Finally, Zedeck has been studying interviewers with respect to their successful or unsuccessful prediction of subsequent performance by employees. Sixteen interviewers of potential military officers have been examined in three different evaluation time periods; preliminary results indicate that evaluation effectiveness appears to be a function of the curriculum phase in which the interviews were conducted.

**Reinhard Bendix** (Political Science) has been working on a project which starts with the observation that modern Western states have typically developed a whole series of interest groups which are regulated internally and must be accommodated in some fashion to make democratic states viable. He is examining three different kinds of accommodation, dealing successively with the German legal profession, the problem of Jewish emancipation in Germany and America, and the position of the American university in relation to the federal government and industry. There is a biographical basis for this choice of topics, but the theme is the more general one of how group autonomy can be preserved when the group is at the same time dependent upon the governmental authorities from which it seeks to remain independent.

## FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1977-1978

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.

### Janet Bertinuson

#### Professional Activities

Presented paper at the Western Regional Conference of Public Interest Research Groups, Berkeley, 1977.

Presented paper at Lt. Governor's Conference on Women in the Workplace, San Francisco, 1978.

Member, AFT No. 1474; Western Regional Representative, University and College Labor Education Association Professional Council; American Industrial Hygiene Association.

### Paul Chown

#### Professional Activities

Attended UAW conference on noise problems, Washington, D. C., 1978.

Attended Internoise Conference, San Francisco, 1978.

Member, United Electrical Radio and Machine Workers of America; International Institute of Economic Research; UCLEA; AFT No. 1474.

### Morris E. Davis

#### Publications

"Occupational Hazards and Black Workers," *Urban Health Journal*, August 1977.

#### Professional Activities

Delivered address on "Organized Labor's Role in Occupational Health and Safety," at conference on Occupational Health and Safety: Legislative Trends and Issues, sponsored by the California Occupational Health Nurses Association, January 21, 1977.

Discussed history and background of occupational health movements at Society for Public Health Education, Berkeley, June 1978.

Member, National Bar Association; Iowa Bar Association; American Arbitration Association; National Health Lawyers Association; American Federation of Teachers, No. 1474; American Public Health Association.

## **David E. Feller**

### **Publications**

“Arbitration: The Days of Its Glory are Numbered,” *Industrial Relations Law Journal*, Vol. 2, 1977, pp. 97-130.

“Legislative Issues in Faculty Collective Bargaining” (with Matthew W. Finkin), in *Faculty Bargaining in Public Higher Education* (San Francisco: Jossey-Bass, 1977).

### **Professional Activities**

Speaker, seminar on “Form and Substance of the Labor Law Reform Act,” sponsored by the Center for Labor Research and Education, Institute of Industrial Relations, UCLA, September 30, 1977.

Speaker on the Bakke case before a group of senior Fulbright scholars, U.C. Medical Center, San Francisco, November 12, 1977.

Speaker, conference on “Equal Employment Opportunity Law,” sponsored by the American Bar Association, New Orleans, November 17-18, 1977.

Presented paper on “Chevies and Tank Cars: The Board’s Bass-ackwards Retreat from Collyer,” at Eleventh Annual Pacific Coast Labor Law Conference, Seattle, Washington, May 11-12, 1978.

Member, National Council, and Chairman, Committee N, American Association of University Professors.

Chairman, Berkeley Faculty Association.

## **Joseph W. Garbarino**

### **Publications**

“Faculty Unionism in the U.S. and Britain,” *International Encyclopedia of Higher Education* (San Francisco: Jossey-Bass, 1978).

## **Samuel Haber**

### **Publications**

“Professional Monopoly,” *Isis*, Vol. 68, No. 3 (1977), pp. 457-58.

“The Culture of Professionalism,” *Ohio History*, Spring 1978.

“Technocracy and the American Dream,” *Labor History*, Summer 1978.

### **Professional Activities**

Presented paper on “The Professions in Their 19th Century Setting” before the History of Education Society, Toronto, Canada, October 1977.

## **John K. Hislop**

### **Professional Activities**

Appeared before the Assembly Committee on Finance, Insurance, and Commerce as one of a small group of “experts” to discuss the relative merits of various alternatives to the present monetary eligibility standard for unemployment compensation benefits.

Member, Northern California Industrial Relations Council.

Member, Industrial Relations Research Association.

## **Andrea Hricko**

### **Professional Activities**

Testified in OSHA Standard-Setting Hearings on reproductive effects of lead, 1977.

Participated in sessions on women workers at Summer School for Women Workers, University of Michigan, August 1977.

Spoke on Occupational Health Hazards in the Electronics Industry, TV program on San Francisco Channel 44, November 1, 1977.

Discussed occupational health on radio program, KPFA, Berkeley, February 9, 1978.

Appeared on national NBC-TV program on Discrimination Against Women and Occupational Hazards Affecting Reproduction, April 10, 1978.

Presented paper on “Cancer and Reproductive Hazards in the Workplace” at Regional Health and Safety Meeting, International Chemical Workers Union, San Francisco, April 1978.



Member, National Advisory Committee on Occupational Safety and Health, U. S. Department of Labor; Advisory Board, Philadelphia Area Committee on Occupational Safety and Health; AFT No. 1474; Coalition of Labor Union Women; American Public Health Association; Society for Occupational and Environmental Health.

## **Gwendolyn Lloyd**

### **Publications**

“PAIR Literature: Keeping Up To Date” (with Georgiana Herman) in Dale Yoder and H. G. Heneman, eds., *ASPA Handbook of Personnel and Industrial Relations*, Vol. VIII (Washington, D. C.: Bureau of National Affairs, Inc., forthcoming Fall 1978).

### **Professional Activities**

Selected and indexed U.C. Berkeley titles for inclusion in *Industrial Relations Theses and Dissertations, 1975* (Madison, Wis.: Industrial Relations Research Institute, University of Wisconsin, 1978).

Member, Special Libraries Association; participated in meetings of the San Francisco Bay Region Chapter.

Member, American Library Association.

## **Raymond E. Miles**

### **Publications**

*Organization Strategy, Structure, and Process* (with C. C. Snow) (New York: McGraw-Hill, 1978).

### **Professional Activities**

Panelist, Academy of Management Annual Meeting, Orlando, Florida, August 1977.

Chairman, Selected Paper Session, Western Academy of Management, Sacramento, March 1978.

Presented paper on Organizational Behavior and Policy at Tuck School, Dartmouth College, April 1978.

Invited discussant, Ford Foundation Conference on “Work in America: A Decade Later,” April 1978.

## Jeffrey Pfeffer

### Publications

“Constraints on Administrator Discretion: The Limited Influence of Mayors on City Budgets” (with G. R. Salancik), *Urban Affairs Quarterly*, 12 (June 1977), 475-498.

“Administrator Effectiveness: The Effects of Advocacy and Information on Resource Allocations” (with G. R. Salancik), *Human Relations*, 30 (July 1977), 641-656.

“An Examination of Need-Satisfaction Models of Job Attitudes” (with G. R. Salancik), *Administrative Science Quarterly*, 22 (September 1977), 427-456.

“The Case for a Coalitional Model of Organizations” (with G. R. Salancik), *Organizational Dynamics*, 6 (Autumn 1977), 15-29.

“The Effects of an MBA and Socioeconomic Origins on Business School Graduates’ Salaries,” *Journal of Applied Psychology*, 62 (December 1977), 698-705.

“Toward an Examination of Stratification in Organizations,” *Administrative Science Quarterly*, 22 (December 1977), 553-567.

“Usefulness of the Concept,” in Paul S. Goodman, Johannes M. Pennings, and Associates, eds., *New Perspectives on Organizational Effectiveness* (San Francisco: Jossey-Bass, 1977), 132-145.

*The External Control of Organizations: A Resource Dependence Perspective* (with G. R. Salancik) (New York: Harper and Row, 1978).

*Organizational Design* (Arlington Heights, Ill.: AHM Publishing Corporation).

“A Contingency Model of Influence in Organizational Decision Making” (with G. R. Salancik and J. P. Kelly), *Pacific Sociological Review*, 21 (April 1978), 239-256.

### Professional Activities

Member, Editorial Boards of *Academy of Management Journal* and *Industrial Relations*.

Member of the Council, Section on Organizations and Occupations, American Sociological Association.

Assistant Program Chairman, Organization and Management Theory Division, Academy of Management.

Faculty member in the Doctoral Consortium, Academy of Management, August 1977, co-presenting session on Organizational Environments.

Session Chairman, “Individuals’ Decisions and Organizational Strategy and Structure,” 37th Annual Meeting, Academy of Management, August 1977.

Presented paper on “Job Design, Quality of Work Life, and Organizational Development: Friend or Foe?” at the national meetings of the American Psychological Association, August 1977.

Presented colloquia at Columbia University, Yale University, UCLA, UC Irvine, University of Pennsylvania, and Northwestern University.

Panel member for the session, “The Required MBA O.B. Course: Purpose and Method,” at the Organization Behavior Teaching Conference, May 1978.

Presented paper, “A Social Information Processing Approach to Job Attitudes and Task Design,” at Western Academy of Management Meetings, March 1978.

### **Michael Reich**

#### **Publications**

*The Capitalist System* (second edition), edited with R. Edwards and T. Weisskopf (New York: Prentice-Hall, 1978).

### **Karlene H. Roberts**

#### **Publications**

Editor, with L. W. Porter, *Communication in Organizations* (Middlesex, England: Penguin, 1977).

“Communications in Organizations,” in B. Wolman, ed., *International Encyclopedia of Neurology, Psychiatry, Psychoanalysis, and Psychology* (New York: Van Nostrand Reinhold, 1977).

“Physical Environment and Job Satisfaction” (with C. Folkins, C. A. O’Reilly, and S. Miller), *Community Mental Health Journal*, 13 (1977), pp. 24-30.

“Task Group Structure, Communication, and Effectiveness in Three Organizations” (with C. A. O’Reilly), *Journal of Applied Psychology*, 62 (1977), 674-681.

“Interpersonal Communication and Objective and Perceptual Assessment of Performance” (with C. A. O’Reilly), *Proceedings*, National Meetings of the Academy of Management, 1977, pp. 375-79.

*Black Holes in Organizational Space* (with C. L. Hulin and D. M. Rousseau) (San Francisco: Jossey-Bass, 1978).

“Supervisor Influence and Subordinate Mobility Aspirations as Moderations of Consideration and Initiating Structure” (with C. A. O’Reilly), *Journal of Applied Psychology*, 63 (1978), 96-102.

### Professional Activities

Member, Academy of Management.

Member, Fellowship Committee to the Division of Industrial and Organizational Psychology, American Psychological Association Research grant, Employment and Training Administration, Department of Labor.

Workshop Leader, National Conference for Productivity, New York City, April 1978.

Consultant, National Institute of Education, Research Advisory Panel.

Member, Editorial Boards of *Academy of Management Journal*, *Journal of Applied Psychology*.

Member, Research Review Board, School Capacity for Problem Solving Group, National Institute of Education.

Fellow, American Psychological Association.

International Business Machine Postdoctoral Fellow (1977-1978).

### B. V. H. Schneider

#### Publications

“Approaching the Unit Determination Problem: California’s New Law and Experience Elsewhere,” *California Public Employee Relations*, No. 37 (Berkeley: Institute of Industrial Relations, U.C.), pp. 2-20.

#### Professional Activities

Advisor to the Committee for Economic Development on “Enhancing the Role of Employees in State and Local Government.”

Chair, Membership Committee, Society of Professionals in Dispute Resolution, 1977.

Speaker on “Patterns of State Legislation on Impasse Resolution,” at conference sponsored by the University of Wisconsin, Madison, January 1978.

Hearing Officer, U.C. Berkeley campus.

Member, Industrial Relations Research Association.

Member, Board of Editors, *Industrial Relations*.

**George Strauss****Publications**

“Sex and Minority Roles in Experiential Learning Classes,” *The Teaching of Organizational Behavior*, Vol. 2, No. 4 (1977), pp. 30-32.

**Professional Activities**

Presented paper on “Tough Questions for Quality of Worklife Change,” Academy of Management Annual Meeting, Orlando, Florida, August 18, 1977.

Commented on “Psychology and Industrial Relations,” American Psychological Association Annual Meeting, San Francisco, August 26, 1977.

Presented paper on “Union-Management Sponsored Experiments to Change Quality of Worklife,” Stanford University, March 10, 1978.

Commented on “Information Saliency, Concept and Methods,” Western Meeting of the Academy of Management, Sacramento, March 17, 1978.

Presented paper on “New Directions in Industrial Relations Research,” Industrial Relations Research Association Spring Meeting, Los Angeles, May 13, 1978.

Presented paper on “The Implications of QWL Experiments for Manufacturing Labor Relations in the 1980’s,” at conference on “The Future of Unionism in Manufacturing in the 1980’s,” sponsored by Northwestern University, Lake Bluff, Ill., June 22, 1978.

Member, Program Committee, Industrial Relations Research Association.

Member, Editorial Board, *Teaching of Organizational Behavior*.

**Marla Taylor****Publications**

*Cost-of-Living Escalators in the Public Sector*, California Public Employee Relations Program Monograph Series (Berkeley: Institute of Industrial Relations, University of California, 1978).

**Professional Activities**

Panel Member, Conference on Consumer Price Index, sponsored by Institute of Industrial Relations, UCLA, August 16, 1977.

Participant, Conference for Factfinders, sponsored by the Educational Employment Relations Board, August 24-26, 1977.

Presented paper on "Data Needed in Negotiations," North American Conference on Labor Statistics, San Francisco, June 27, 1978.

Member, Industrial Relations Research Association.

## **Lloyd Ulman**

### **Professional Activities**

Chairman of session on "The Quality of Working Life," Annual Meeting of the American Economic Association, New York, December 1977.

Discussant at conference on "Innovative Policies to Slow Inflation," sponsored by The Brookings Panel on Economic Activity, Washington, D. C., April 20-21, 1978.

Discussant at conference on "The Future of Unionism in Manufacturing in the 1980's," Northwestern University, June 22-23, 1978.

## **Clair Vickery**

### **Publications**

"The Impact of Turnover on Group Unemployment Rates," *Review of Economics and Statistics*, November 1977.

"The Changing Household: Implications for Devising an Income Support Program," *Public Policy*, Winter 1978.

"Economics and the Single Mother Family," *Public Welfare*, Winter 1978.

"Unemployment Rate Targets and Anti-Inflation Policy as More Women Enter the Workforce," with B. Bergmann and K. Swartz, *American Economic Review*, May 1978.

### **Professional Activities**

Discussant, "Work and Family Roles – Conflicts and Resolutions," Secretary of Labor's Invitational Conference on the National Longitudinal Survey of Mature Women, Washington, D. C.

Participant, conference on Women in the Labor Force, sponsored by Barnard College and the U.S. Department of Labor, New York.

Talk on "The Special Problems of Women Workers and the Implications for Affirmative Action," conference on Women and Public Policy, UCB.

Member, Evaluation Panel on Youth Community Sciences, ACTION.

Advisor to Finance Committee, California State Assembly, on Unemployment Insurance reform.

## **Donald Whorton**

### **Publications**

“Chemical Induced Infertility Among Employees in Pesticide Formulation Facility” (with R. M. Krauss, S. Marshall, and T. H. Milby), *The Lancet*, Vol. II, December 17, 1977.

“Effect of Pesticide on Testicular Function” (with S. Marshall, R. M. Krauss, and W. Palmer), *Urology* 11:257-259, March 1978.

“Rapidly Fatal Paraquat Poisoning – Tissue Concentrations and Implications for Treatment” (with D. Spector, J. Zackary, and R. Slavin), *The Johns Hopkins Medical Journal*, 142:110-113, 1978.

### **Professional Activities**

Presented testimony on health effects of DBCP at OSHA standards hearings, December 1977; the California Department of Industrial Relations, October 1977; U. S. Senate Agriculture Subcommittee on Pesticides, December 1977.

Presented paper on “Male Sterility Among Chemical Workers” at Medichem, 5th International Conference on Occupational Health in the Chemical Industry, September 1977.

Presented paper on “Multiple Approaches in Worker Education” at American Public Health Association Annual Meeting, Washington, D. C., October 1977.

Presented paper on “The DBCP Story” at SOEH Workshop on Methodology for Assessing Reproductive Hazards in the Workplace, Bethesda, Maryland, April 1978.

Discussed “The Epidemiology of DBCP: The Difficulties of Such Studies” at American Conference of State and Territorial Epidemiologists, San Francisco, May 1978.

Appointed to Occupational Health Task Force, State Department of Industrial Relations, 1977-1978.

Member, American Public Health Association; Society for Occupational and Environmental Health; American College of Emergency Physicians.

## **Harold L. Wilensky**

### **Publications**

“Life Cycle Squeeze and the Morale Curve” (with Richard J. Estes), *Social Problems*, February 1978, pp. 277-292.

“The Political Economy of Income Distribution: Issues in the Analysis of Government Approaches to the Reduction of Inequality,” in J. M. Yinger and S. J. Cutler, eds., *Major Social Issues: A Multidisciplinary Approach* (New York: Free Press, 1978).

### **Professional Activities**

Member, Social Policy Group of Council of European Studies.

Presented paper on “Leftism, Catholicism, and Democratic Corporatism” at conference on the History and Prospects of the Welfare State, Luzern, Switzerland, August 1977.

Chaired panel and presented paper on “Sociologists’ and Economists’ Approaches to Economic Inequality” at American Sociological Association meetings, September 1977, and was discussant on panel on “Popular Culture and Mass Communications” at that meeting.

Participated in conference and presented paper on “Taxation: An Historical and Philosophical Reexamination,” at conference sponsored by the Center for the Study of Democratic Institutions, Santa Barbara, November 1977.

Lectured at the Universities of Bergen and Oslo, Norway.

Presented paper on “Family Life Cycle, Work, and the Quality of Life” at Centennial Celebration, University of Stockholm, June 1978.

## **Michael L. Wiseman**

### **Publications**

“An Essay on Subsidized Employment in the Public Sector” (with Harry Katz), in *Job Creation Through Public Service Employment*, Vol. III, *Commissioned Papers* (Washington, D. C.: National Commission for Manpower Policy, 1978), pp. 151-234.

### **Professional Activities**

Presented paper on “The Age of Cities and the Movement of Manufacturing Employment, 1947-72” (with Pravin Varaiya), Annual Meetings of the North American Regional Science Association, Philadelphia, November 1977.



Testified before the Joint Economic Committee on the “Structural Unemployment” section of the *Economic Report of the President*.

Testified before the Subcommittee on Employment, Poverty, and Migratory Labor of the U.S. Senate Committee on Human Resources concerning the proposed extension of CETA.

## **David Zaehring**

### **Professional Activities**

Attended meeting of the Committee of Industrial Relations Librarians at Massachusetts Institute of Technology, May 31-June 2, 1978, and Special Libraries Association Conference in Kansas City, June 12-15, 1978.

## **Sheldon Zedeck**

### **Publications**

“Issues in Selection, Testing, and the Law” (with M. Tenopyr), in L. J. Hausman, *et al.*, eds., *Equal Rights and Industrial Relations* (Madison: Industrial Relations Research Association, 1977), pp. 167-195.

“Evaluation of the Developers of Behavioral Expectation Evaluation Scales” (with D. Kafry), *Journal Supplement Abstract Service Catalog of Selected Documents*, 1977, 7, 123 (MS. 1618).

### **Professional Activities**

Presented paper on “Validation of Physical Abilities” to the Personnel Testing Council of Southern California, Los Angeles, September 28, 1977.

Member, Workshop Committee of the Division of Industrial/Organizational Psychology, American Psychological Association.

Member, editorial boards of *Journal of Applied Psychology* and *Industrial Relations*; occasional reviewer for *Organizational Behavior and Human Performance*.

Participated in the development of, and was moderator for, conference on Assessment Centers, sponsored by Institute of Industrial Relations, May 31, 1978.

## BAY AREA LABOR STUDIES SEMINAR

1977-1978

The Bay Area Labor Studies Seminar completed its fourth year and continued to attract widespread interest in the academic and professional industrial relations communities in the Bay Area. The following is a list of the seminar sessions held during the year.

Date	Topic	Discussion Leader(s)
Oct. 14, 1977	Sweden's Unions and Her Economic Problems	Group of Swedish unionists led by <b>Lars Westerberg</b> , 2nd Chairman, Swedish Confederation of Trade Unions (LO); <b>Ingvar Seregard</b> , Chairman, Swedish Central Organization of Salaried Employees (TCO); and <b>Roine Carlsson</b> , Chairman, Paperworkers Industrial Union
Nov. 22, 1977	Economic Versus Political Considerations in the Development of Occupational Safety and Health Policy	<b>John Mendeloff</b> , Urban Policy and Administration Program, California State University, San Francisco
Jan. 17, 1978	Sex Differences in Economists' Incomes: Career Interruption or Discrimination?	<b>Myra Strober</b> , Assistant Professor of Economics, Stanford University
Feb. 28, 1978	The Labor Problems in Stagflationary Times	<b>Rudolf Vollmer</b> , Labor Counsellor, Federal Republic of Germany; and <b>Martin Raff</b> , Labor Counsellor of the United Kingdom
Apr. 11, 1978	Any Room Left for Collective Bargaining?	<b>David E. Feller</b> , Professor of Law, U.C. Berkeley
May 17, 1978	Employment and Labor Market Policies: An Exchange of Concepts and Experience	Group of Swedish labor market experts from the major Swedish employee and employer federations

## CENTER FOR LABOR RESEARCH AND EDUCATION

In 1977-78, the Center for Labor Research and Education offered many more programs of an advanced nature, such as pension bargaining, labor law, and negotiating cost-of-living clauses, which were attended by full-time union officials. The increase in this type of program reflects changes now occurring in the labor movement. There has been a significant turnover in local union leadership due to the departure of "old timers" by retirement, death, or defeat at the polls. The union official's job has become increasingly complex. He must cope with an expanding labor law, a younger, more educated membership, and a perplexing economic environment in both the private and public sectors.

Educational programs and services of the Center for Labor Research and Education are based upon the expressed needs of organized labor. New leaders tend to be more interested in labor education, both for themselves and for their members, which makes them more secure in a classroom situation than their predecessors. They also demand quality offerings and are not reluctant to criticize a program or course if they feel it is inadequate. For this reason, the Center was justifiably proud of the number of full-time officials attending the George Meany Center for Labor Studies programs this year, which were co-sponsored by the Center. These officials came from other states, principally the midwest and the south, although they had a choice of three locations, and chose Berkeley because they had been told by their associates that its programs were rated among the best.

### Labor Education Programs

The Labor Center offered 55 programs during 1977-78 which were attended by a total of 2,024 persons (see chronology at the end of this report). These included week-long residential institutes on a particular subject, one-day workshops for a particular union, one- to three-day conferences, and evening courses of eight to ten weeks' duration. In addition to the previously noted fact that more courses at a higher level were offered, two other features are worth noting. First, there was an increase in the number of private sector union requests for and participation in educational programs, including collective bargaining and contract administration. The public employee union demand for education seems to have peaked and dropped off slightly as their representatives become more experienced at collective bargaining and contract administration. The public sector collective bargaining simulation, for example, was offered one time this year as compared to three times in 1976-77. Second, there was an increase during 1977-78 in the number of women participating in training programs and in the Torch Club (an organization for younger union representatives).

Program highlights during 1977-78 include the following:

***Southwest Labor Studies Conference.*** At the request of the Southwest Labor Studies Association, the Labor Center sponsored a two-day conference in March which was devoted to structural changes in the Southwest labor force. (Southwest, in this context, includes California, Arizona, Texas, and New Mexico.) Over 200 labor leaders (active and retired), academicians, students, community representatives, and interested persons attended this conference. A major focus was on studies of ethnic groups and women, with particular attention to Chicano labor history, which resulted in high attendance from Chicano groups. In addition, two sessions were presented on the

“Role of Central Labor Councils in California,” which featured retired as well as active council officers. These sessions pointed out the unique California phenomenon in which central labor councils play a more active part in collective bargaining and politics than they do in other sections of the country. Another session, on “Emerging Minority Union Leadership,” featured speakers who were graduates of the Labor Center’s program, Minority Union Leadership Training (see previous Annual Reports), all of whom now hold union leadership positions. The latter session, particularly, provided the opportunity to demonstrate to the academic community changes which are occurring in the labor movement.

***Agricultural Labor Relations Board.*** A 20-hour seminar, conducted over a five-day period, was held at the request of the ALRB in July. Participants included Board members and attorneys, as well as selected members of the General Counsel’s staff. Training was provided in collective bargaining and the legal requirements obligating parties to “bargain in good faith.” Drawing upon the National Labor Relations Board, discussions centered on distinguishing between “per se” violations, or the totality of conduct concept, surface bargaining versus hard bargaining, and the utilization of generally accepted precedents for good faith bargaining violations.

Also at the request of the ALRB, the Labor Center held two two-day training seminars for ALRB field examiners, regional attorneys, and regional directors in Fresno and Salinas. Subjects covered included good faith bargaining, techniques and form, concerted activities, and agenda preparation for hearings. Role playing and audio-visual techniques were utilized in the sessions.

***Farm Workers Union Staff Training.*** The United Farm Workers of America is a union committed to the concept of a “social union” with broader goals than those which traditional collective bargaining can offer. At the same time, the pressure of negotiating a large number of collective bargaining agreements following UFW election victories required a staff skilled in traditional collective bargaining techniques. The Labor Center therefore conducted several programs for the Farm Workers Union staff covering collective bargaining techniques, costing of contracts and proposals, and cost-of-living clauses. The Center also participated in UFW research projects and planning meetings.

***Firefighters Health and Safety Standards.*** For the past two-and-one-half years, the Labor Center has been assisting representatives of various firefighting groups in California in their efforts to establish minimum statewide standards for more adequate protective clothing and equipment. A special Labor Center research report, presented to the State Occupational Health and Safety Standards Board at a public hearing in Los Angeles in August 1977, summarized Worker’s Compensation and other data for 15 high-risk/high-cost occupational categories in California and reached the conclusion that a more prudent investment in protective clothing and equipment would reduce the current high costs, both financial and social, of disabilities and deaths of California firefighters.

***Industrial Relations Research Association.*** The Labor Center has continued its cooperation with the Bay Area Chapter of the Industrial Relations Research Association, by arranging monthly lunch meetings in San Francisco in order to hear guest experts in industrial relations. The attendance at these informal sessions is generally about 75 members of IRRA, who are employed in approximately equal numbers by government agencies, labor, management, and academic institutions in the Bay Area. Some sessions develop very lively discussions. Guest speakers since the joint IRRA-IIR reception for Labor Secretary Marshall in the spring of 1977 (see IIR Report of

1976-77) have included Jim Ballard (President of the San Francisco Federation of Teachers), Don Vial (Director of the California Department of Industrial Relations), Peter Henle (Deputy Undersecretary of Labor for Economic Policy), Congressman Frank Thompson (Chairman, House Labor Sub-committee on Labor-Management Relations), Betty Murphy (Member, National Labor Relations Board), William Winpisinger (President, International Association of Machinists), Norman Hill (Executive Director, A. Philip Randolph Institute), and James Herman (President, International Longshoremen's and Warehousemen's Union).

***Labor and the Environment.*** During the past year and a half, the Labor Center has cooperated with a San Francisco based group called CAL-LEAP (for Labor's Employment Advocacy Project), which includes representatives from a broad range of unions and from several leading environmental organizations. These representatives are seeking to develop a research and education program that will permit more informed discussion (and possibly resolution) of some of the numerous controversies that arise between labor and environmental groups. The controversies, which often lead to dead-end confrontations, have a direct impact not only on environmental or energy issues and policies, but also on the crucial matter of job creation or job termination.

The most controversial subjects currently center around job and energy issues. But the jobs of greatest visibility are in the central cities and involve either redevelopment projects or housing (including the rehabilitation and now the retrofitting of existing housing stock with energy saving materials or processes). Controversies in these areas raise important questions of who gets or who loses the jobs involved, and may also concern further questions of training, affirmative action in hiring, pay rates, and working conditions.

Although the Labor Center has cooperated with CAL-LEAP in a research proposal and has set forth its own educational proposal, funding has so far not been available to permit additional activities in this important area of economic and environmental policy. However, the issues, as they affect both present and future employment opportunities for California workers, are raised at nearly every educational program sponsored by the Labor Center, and will continue to be given special consideration by the Center staff.

***Problem-Solving Techniques for Labor Leaders.*** At the request of District 9, Communications Workers of America, the Labor Center prepared a special Problem-Solving Techniques Workshop which was presented three times during the year. Attendees included local union presidents and vice presidents, executive board members, and members of the District staff. A "scenario," based on a fictional CWA local union, was developed depicting a variety of problem situations closely resembling those found in a contemporary CWA local. Participants were given the scenario prior to the workshop and asked to identify the major problems of the fictional union. At the workshop, which was conducted in the manner of an executive board meeting, the problem areas were reduced to four, with the participants being required to complete the problem-solving sequences of at least two. Audiovisual replay was used throughout the three-day workshops.

***Foreign Visitors.*** The Labor Center again played host to many foreign trade unionists who were sponsored either by the International Relations Section of the Department of Labor or the State Department. In December, a group of seven unionists, including four women, from various African countries visited, with most of them actively participating in a special meeting of the Torch Club. At this meeting a lively and educational debate developed over the withdrawal of the

United States from membership in the International Labour Organization (ILO). Although visits from foreign trade unionists take a good deal of staff time, the Labor Center places a high priority on this time and has been rewarded with an expanding worldwide reputation as a worthwhile institution to visit.

In addition to the short-term foreign visitors, the Labor Center also assisted a South African Black student leader of the Soweta Students Resistance Committee, who had been in exile after being shot by South African police. With the Center's assistance, he was enrolled in the Labor Studies Program at Merritt Community College, with a scholarship from the African-American Institute. The student, Selby Semela, hopes one day to return to South Africa to help build its trade union movement.

### **Labor Occupational Health Program**

The Labor Occupational Health Program (LOHP), now ending its fourth year of operations, grew out of the union education programs of the Institute's Center for Labor Research and Education after passage in the early 1970's of the federal and California Occupational Safety and Health Acts. New interest in job health and safety by Northern California local unions and their members prompted the establishment of LOHP within the Labor Center as an educational and technical resource. Major financial support is received from the Ford Foundation and the Occupational Safety and Health Administration of the U.S. Department of Labor.

One of LOHP's primary objectives is the translation of scientific and technical information into a form usable by local unions and their members. To meet this objective, LOHP assists workers, union representatives, and their employers in designing and implementing their own programs; develops educational programs and materials; and provides technical assistance upon request.

LOHP's achievements include:

- \*Publication of a regular health and safety newsletter, *Monitor*, since the fall of 1974. *Monitor* reaches over 1,200 local unions in California and is distributed to individual subscribers throughout the U.S. and in other countries. Nearly 60 local unions subscribe in bulk for key leadership and members. *Monitor* is presently being expanded to a newsprint format which will allow greatly expanded news coverage as well as in-depth feature articles and improved photography.

- \*Development of educational materials on health hazards and their control, including manuals for union and apprenticeship training, pamphlets on health hazards such as carcinogens, a handbook for women workers, and a film on foundry work. LOHP is now preparing a revised health and safety guidebook for local unions, a new publication on documenting hazards, and an 80-page reference guide to the health effects of substances regulated by OSHA.

- \*Development of specialized health and safety education and training programs for specific employee groups such as machinists, auto workers, woodworkers, building trades workers, and

public employees, as well as co-sponsorship with the California Labor Federation of the first statewide health and safety conference for women workers.

\*Provision of technical services to individual workers and unions (health hazard surveys, medical screening evaluations, assistance in documenting job hazards and discrimination complaints, advice in use of the law, and an extensive library service).

\*Further development of an apprenticeship training program initiated in 1975.

### **Publications and Educational Materials**

In addition to *Monitor*, LOHP has published a 200-page handbook, *Working For Your Life: A Woman's Guide to Job Health Hazards*, by health coordinator Andrea Hricko with Melanie Brunt. Originally released in 1976, the handbook is now in its fourth printing and has been sold worldwide. Designed to educate women workers about hazards they may face on their jobs, it explores hazards encountered in occupations employing large numbers of women, such as office workers, beauticians, textile workers, hospital workers, and electronics manufacturing workers. It also covers job hazards which may adversely affect the offspring of both men and women, such as lead, radiation, mercury, and anesthetic gases.

*Rights and Responsibilities of Employees Under Cal/OSHA*, originally published by the Institute of Industrial Relations, has been updated by LOHP and is being distributed statewide in cooperation with the Division of Industrial Safety, California Department of Industrial Relations, and the U.S. Department of Labor, OSHA Region IX office.

Other LOHP publications include the pamphlets "Preventing Occupational Cancer," "Seven Steps to Hazard Identification," "California Negotiated Clauses for Occupational Health and Safety," and "Electronics Hazards," a special *Monitor* insert on the electronics industry which is also distributed separately for sale. Approximately 1,500 copies of these materials have been sold over the past three years.

In connection with LOHP's Apprenticeship Program, funded by the U.S. Department of Labor, two manuals on the hazards of specific industries (floor covering and foundry work) were published in 1977, and a third on hazards in the building trades is in production. Instructors' guides for use of the manuals in apprenticeship training curricula have also been developed. Primary work on these materials was done by LOHP staff members Janet Bertinuson and Sidney Weinstein. They contain information on trade-specific hazards, hazard recognition, control methods, health and safety legislation, collective bargaining, and recordkeeping. The manuals and instructors' guides are available for public sale and are also in official use in the California Apprenticeship Council's formal training programs in these trades. Large quantities of the foundry manual have also been purchased by the Federal Bureau of Apprenticeship Training.

### **Audiovisual Materials**

Also as part of the Apprenticeship Program, slide shows have been developed to accompany the floor covering and building trades manuals. Floor covering slide modules include hazards of hand and power tools, lifting, and chemical hazards. A series of slide-tape modules on hazards in the building trades is now in production, with shows covering chemical hazards, walking/working surfaces, and noise.

Another audiovisual production of LOHP is a 22-minute film entitled "Working Steel," a documentary presentation of the hazards and health effects associated with foundry work. The film, directed by LOHP staff photographer Ken Light, with Charles West, is available for sale or rental. It has been widely used by union groups and labor studies programs, has been shown on public television in a number of areas of the U.S., and was selected for showing at the 8th World Congress on the Prevention of Occupational Accidents and Diseases, in Bucharest, Romania, in 1977.

Production of another documentary film, "Working For Your Life," based on LOHP's handbook for women workers, has now begun under a grant received in May 1978 from The Film Fund. The film will be used in educational sessions by union, community, and women's groups. It will depict hazards in jobs employing predominantly women workers and the action that women workers have taken to correct those hazards.

### **Selected Educational Sessions**

In January 1976, LOHP sponsored a three-day educational conference for 100 local union health and safety committee members at the Asilomar Conference Grounds. Workshops were offered on: forming health and safety committees; collective bargaining for health and safety; using Cal/OSHA; monitoring the workplace; evaluating membership health; and Workers' Compensation.

After the conference, LOHP was encouraged by participants to present intensive educational sessions for specific trades or occupations. LOHP staff members have since presented health and safety instruction at local union meetings, at gatherings of shop stewards, and at union district meetings. Occupations covered by these sessions include: machinists; stationary engineers; flight attendants; woodworkers; garment, railway, chemical, foundry, and clerical workers; and many others.

Selected examples of such sessions include:

\*Two morning sessions on occupational health and safety for business agents associated with the San Francisco and Alameda County Building Trades Councils.

\*For public employees: a full-day conference for local representatives of the American Federation of State, County, and Municipal Employees (AFSCME), and a morning session on using Cal/OSHA for the California State Employees' Association (CSEA).

\*A two-evening session for Bay Area clerical workers about potential hazards they face, including noise, video display terminals, and stress.

\*Quarterly, day-long sessions on health and safety for committee members of UAW Local 1364 (General Motors Auto Assembly Plant in Fremont), with emphasis on hazard recognition; health effects of asbestos, lead, and noise; using the law; and Workers' Compensation.

In January 1977, LOHP sponsored a week-long intensive course on the Berkeley campus entitled "Developing Occupational Health and Safety Skills." Representatives from a selected core group of Northern California Unions, and several OSHA representatives, received forty hours of instruction emphasizing detection and correction of chemical hazards in industry.



The above course prompted the Federal OSHA Region IX office to request that LOHP provide similar health and safety training to union representatives in other areas within the Region. Three-day sessions were conducted in Honolulu, Hawaii, and in Phoenix, Arizona under OSHA sponsorship. Also under OSHA sponsorship, LOHP staff members conducted a one-day health and safety training session requested by ILWU Local 142 in Hawaii.

In cooperation with California's Cancer Control Unit, LOHP staff members have also given training sessions for representatives of unions with members exposed to regulated carcinogens.

### **Technical Assistance**

Technical assistance was provided in a number of areas:

\*Railway workers from United Transportation Union Local 1522 were assisted in filing OSHA discrimination complaints.

\*Workplace monitoring results of carbon monoxide exposures at toll booths were reviewed by the LOHP industrial hygienist in response to a request from Transport Workers Union Local 250-A.

\*The use of monitoring equipment to measure carbon monoxide levels in holds of ships was demonstrated to ships' clerks and longshoremen from ILWU Locals 10 and 34; the locals have since set up their own monitoring programs.

\*LOHP coordinated testimony by nine workers and union representatives (UAW, IAM, and UE) at a federal OSHA hearing on lead exposure, held in San Francisco in 1977.

\*Surveys of working conditions and medical records continued in cooperation with Web Pressmen Local 4 and Oil, Chemical, and Atomic Workers Local 1-5.

### **Special Programs for Women Workers**

LOHP has had numerous requests since publication of *Working For Your Life* to present seminars for women trade unionists, to develop educational materials on hazards in occupations employing predominantly women, and to do policy research on reproductive hazards.

LOHP co-sponsored a day-long conference in February 1978 with the California Labor Federation, AFL-CIO, on occupational health problems confronting women workers. A similar conference is to be co-sponsored with the State of Hawaii, Commission on the Status of Women, federal OSHA, and the University of Hawaii, Center for Labor Education and Research.

In addition, staff members have taught at special summer schools for union women in Michigan and North Carolina, and will participate in a Southern California summer school in 1978.

### **Policy Research**

LOHP staff members have conducted policy research in areas involving ethics in occupational medicine, occupational health problems of black workers, Workers' Compensation, and discriminatory practices against fertile women workers. Staff members have been requested by government

decision-makers to present their views on scientific and public policy matters at OSHA's hearings on setting standards for lead and the pesticide DBCP. An LOHP staff member, Andrea Hricko, has been appointed to the U.S. Department of Labor's National Advisory Committee on Occupational Safety and Health (NACOSH).

### **Apprenticeship Training**

LOHP's federal OSHA contract to develop health and safety curricula for apprentices is ending its second year. Designed with the cooperation of the California Apprenticeship Council, the project in 1977-78 focused on development of a curriculum for construction industry apprentices which includes slide shows, a manual, and an instructors' guide. Previously the project developed curricula for two specific trades, floor covering and foundry work, utilizing similar components. These particular trades and industries were chosen because of high injury rates and unique problems associated with the work.

The materials for this project have been developed in close coordination with instructors in various apprenticeable trades, and with the help of former LOHP staff member Ken McGrew, from the Asbestos Workers' International Union.

### **Other Activities**

LOHP is engaged in a study to evaluate the medical and legal aspects of work-related cardiovascular and pulmonary diseases; the results will be released to the California Workers' Compensation Board. A grant from the California Department of Industrial Relations has been received for this project, and LOHP statistician Miguel Lucero is employed full time to complete it.

In conjunction with the Harvard University Occupational Health Group, LOHP is analyzing 25 years of death records from workers in the floor covering trade. The study evolved from LOHP's work with floor covering apprentices and should be completed in 1978.

LOHP has also assisted University students with their research in the fields of law, public health, nursing, medical sociology, conservation and natural resources, and health sciences. In addition, the staff has lectured to various University departments, at state and national scientific meetings, at other universities and colleges throughout the state and nation, and at numerous local meetings of labor groups.

### **Projected Activities**

LOHP has applied to federal OSHA for a major long-term grant to enable continuation of the educational and technical assistance programs. A multifaceted approach to meeting the occupational safety and health needs of selected workers and unions in the Pacific region has been proposed. The focus will primarily be on California, but will also extend to Oregon and Hawaii to facilitate development of new occupational health programs in those states. Local emphasis will be on reaching a large number of workers and union representatives in four categories:

\*Five high-risk industries: foundries, construction, chemical manufacturing, longshore, and agriculture/canning.

\*Workers exposed to serious health hazards: lead, asbestos and other carcinogens, noise, and reproductive hazards.

\*New workers: iron worker apprentices.

\*Workers in eight selected local unions in the Bay Area: with members working in hospitals, warehouses, utility companies, and at chemical, newspaper printing, auto assembly, and other Bay Area manufacturing plants.

Both educational and technical assistance will be offered, including new written or audio-visual materials where appropriate.

**LABOR CENTER PROGRAMS**  
1977-1978

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Attendance</b>
6/17-18	Grievance Handling	Office & Professional Employees, Local 29 Stewards	35
7/9-10	Shop Stewards Training	International Union of Molders and Allied Workers	40
7/18-22	Good Faith Bargaining	Agricultural Labor Relations Board and Staff	33
7/22-23	Transportation Industry Stewards Training	Office & Professional Employees Union, Local 29	22
7/25-26	Safety Standards for Fire-fighters	International Association of Firefighters	75
7/29-31	Internal Organizing and Grievance Handling	International Federation of Professional & Technical Engineers	60
8/6-7	Public Sector Stewards Training	Service Employees International Union, Local 620-San Luis Obispo	28
8/9-11	COLA and Costing Contracts	United Farmworkers of America Staff Bargainers	40
8/22-25	Simulation of Collective Bargaining in Education	Negotiators for Management and Employee Organizations	22
8/26-27	Stewards and Secondary Leadership Training	Office and Professional Employees Union, Local 29	24
9/17	Grievance Handling	Redwood City Teachers Association Stewards	25
10/1	California Consumers Health Conference	Labor and Community Organizations	550
10/12	Bargaining Committee Training	Joint Service Employees International Union/American Federation of State, County and Municipal Employees – San Mateo County Unit	30
10/15-16	Stewards Training	American Federation of State, County and Municipal Employees – Sonoma County	18
10/17-21	Collective Bargaining Techniques	Representatives of various unions	22
10/20-22	Leadership Retreat	East Bay Regional Parks, AFSCME 2428	14
10/21-22	Stewards and Leadership Training Seminar	Office & Professional Employees Union, Local 29	27

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Attendance</b>
10/17-21 and 10/24-28	Labor Law Seminar	International Brotherhood of Electrical Workers, Local 1245 Business Representatives	32
10/29	Leadership Training for Stewards	Sonoma County Organization of Public Employees	47
10/31-11/3	Problem Solving Techniques Workshop	Communications Workers of America Local Union Officers, District 9	24
11/8	Training Modules Presentation for Public Sector Employment	Labor/Management Representatives	150
11/12-13	Collective Bargaining for State Employees (S.B. 839)	California State Employees Trades Council	55
11/14-18	Pensions Institute in coopera- tion with the George Meany Labor Studies Center	Representatives of various unions	22
11/17-18	Cost-of-Living Clauses Seminar	Representatives of various unions	50
11/19	Parliamentary Procedures Workshop	International Brotherhood of Electrical Workers, Local 1245 Unit Officers	185
12/3	Social Security Workshop in cooperation with the Alameda County Central Labor Council and Social Security Adminis- tration	Members from various Bay Area unions	60
12/5-9	Collective Bargaining Techniques	United Farm Workers Union	26
12/12-16	Basic Union Education	Flight Attendants	25
1/12-14	Labor Law Seminar	International Brotherhood of Electrical Workers, Local 1245, Executive Board	9
1/16-20 and 1/23-27	Communications Workshop	International Brotherhood of Electrical Workers, Local 1245, Business Representatives	32
1/17	Grievance Handling for Teachers	Berkeley Federation of Teachers, Local 1078	10
1/17	Communications Workshop for Western Area organizing committee	Retail Clerks International Association	150
1/24-25	Field Examiner Training	Agricultural Labor Relations Board Fresno Regional Office	47
1/30-2/3	Institute on Grievance Handling, Railway Labor Act and Occu- pational Health and Safety Act	Association of Professional Flight Attendants	20

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Attendance</b>
2/12-17	Labor Law Institute in cooperation with George Meany Labor Studies Center	Representatives of various unions	26
2/25	Grievance Handling for Stewards and Local Union Officers	Utility Workers Union of America	45
2/27-28	Cost-of-Living Clauses	International Brotherhood of Electrical Workers, Local 1245, Business Representatives	28
2/27-3/2	Presenting Cases under Expedited Arbitration Procedures	Communications Workers of America Staff, District 9	8
2/28	Stewards Training, Blue Cross	Office and Professional Employees Union, Local 29	27
3/4-5	Labor Relations for State Employees	Laborers International Union/State Employees Trades Council	40
3/17-18	Southwest Regional Labor Studies Conference	Academics, labor historians, labor leaders, students, other interested parties	175
3/27-31	Private Sector Collective Bargaining Simulation	International Brotherhood of Electrical Workers Local 1245, Business Representatives	18
3/21-5/13	Eleventh Annual Leadership Course	East Bay Public Employees Union, Local 390, Stewards and Officers	35
4/3-7	Contract Language	United Farm Workers Union, Staff Bargainers	25
4/3-7	Grievance Handling for Stewards and Officers	Communications Workers of America, Local 9421	24
4/10-14	Grievance Arbitration in cooperation with George Meany Labor Studies Center	Representatives of various unions	32
4/22-23	Retreat: Planning and Goals Conference	American Federation of State, County and Municipal Employees, Local 2428, East Bay Regional Parks District	24
4/24-28	Public Sector Collective Bargaining Simulation	International Brotherhood of Electrical Workers, Local 1245, Business Representatives	16
4/27-29	Grievance Handling	Communications Workers of America, Local 9495, Stewards	17
5/1-3	Problem-Solving Techniques Workshop	Communications Workers of America Local Union Officers, District 9	25

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Attendance</b>
5/6 and 5/13	Workshop on Grievance Writing	East Bay Public Employees, Local 390, Service Employees International Union, Stewards and Officers	12
5/8-12	Organizing Techniques in cooperation with George Meany Labor Studies Center	Representatives and organizers of various unions	25
5/17-19	Contract Language	United Farm Workers Union, Staff Bargainers	12
5/29-6/1	Collective Bargaining Techniques	United Farm Workers Union, Staff Representatives	20
6/3	Grievance Handling	IBEW 1245, Stewards	60
6/4-9	Building Trades Institute, in cooperation with George Meany Labor Studies Center	Representatives of various Building Trades Unions	25

### **Labor Occupational Health Programs**

1977 – 1978

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Staff</b>	<b>Attendance</b>
7/9	Shop Stewards Training: Grievance Handling, and Introduction to Occupational Safety and Health.	International Union of Molders and Allied Workers.	Chown, Whorton.	40
7/13	Introduction to Occupational Safety and Health: biweekly course. (Also July 27; August 3, 17, 31; Sept. 7)	Coalition for Workers' Rights.	Davis, Chown.	35
7/14 17	Automation, Technology, and Health and Safety	Typographical Union Local 21; Graphic Arts Union locals.	Chown.	94
7/14	Selected Occupational Health and Safety Hazards and Solutions.	Alameda County Labor-Management Committee.	Whorton.	10
7/24	Health and Safety Committees.	Web Pressmen Local 4.	Chown.	10
7/25	Stewards Training: OSHA, Health and Safety Committees, Clerical Workers' Hazards.	Office and Professional Employees Local 3.	Hricko, Chown.	25

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Staff</b>	<b>Attendance</b>
8/27	Occupational Health and Safety.	ILWU Northern California District Council.	Chown.	35
9/15	Health and Safety Committees.	Web Pressmen and management at San Jose Mercury News.	Chown.	20
9/24	Health and Safety Instruction for Building Trades Apprentices.	Instructors in Building Trades Apprenticeship Program throughout California.	Bertinuson, Whorton, Chown, Weinstein.	20
9/27–29	Fundamentals of Occupational Health and Safety (conference sponsored by Federal OSHA Region IX).	Union representatives and OSHA personnel in Arizona.	Whorton, Davis, Chown.	15
9/30	Health and Safety Committee Training.	United Auto Workers Local 1364, Fremont.	Hricko, Bertinuson, Chown.	30
10/3	Health and Safety.	Alameda County Building Trades Council.	Chown.	12
10/19 & 10/26	OSHA, Documentation and Recordkeeping.	International Brotherhood of Electrical Workers, Local 1245 Business Agts.	Davis, Chown.	20
11/2	Health Hazards of Flight Attendants.	Association of Flight Attendants.	Chown.	35
11/7	Health and Safety Laws and Collective Bargaining.	Office and Professional Employees Local 29.	Davis.	10
11/15–16	Collective Bargaining and Health and Safety Committees.	Pacific Northwest Labor College, Portland, Oregon.	Davis.	30
11/17	Health and Safety in the Electronics Industry.	Staff of Alviso Clinic, Alviso.	Hricko.	20
11/17	Health and Safety.	Coalition for the Medical Rights of Women.	Chown.	50
11/19	Training of Local Health and Safety Representatives.	American Federation of State, County, and Municipal Employees.	Bertinuson, Hricko, Chown.	100
11/29–12/1	Fundamentals of Occupational Health and Safety (conference sponsored by Federal OSHA Region IX).	Union representatives and OSHA personnel in Hawaii.	Davis, Bertinuson, Hricko	32
12/13	Health Hazards of Flight Attendants.	Association of Flight Attendants.	Chown.	35



<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Staff</b>	<b>Attendance</b>
1/20	Health Hazards for Union Health and Safety Committee members.	United Auto Workers Local 1364, Fremont.	Hricko, Chown.	30
1/31	Health Hazards of Flight Attendants.	Association of Flight Attendants.	Chown.	35
2/13	Health Hazards for Union Health and Safety Committee members.	United Auto Workers Local 1364, Fremont.	Chown.	30
2/18	Making the Workplace Safe: A Conference for Working Women	Statewide conference for union women co-sponsored by the California Labor Federation, AFL-CIO, and LOHP.	Entire staff.	175
3/3	Health Hazards for Union Health and Safety Committee members; Workers' compensation.	United Auto Workers Local 1364, Fremont.	Davis, Chown.	40
3/17	Occupational Disease	ILWU Local 142 full-time officers, Honolulu.	Bertinuson, Whorton.	35
3/20	DBCP Data.	Staff conference, Biological Division, Lawrence Livermore Laboratory.	Whorton.	35
3/23	Health and Safety training for Plumbing Apprentices.	Plumbing apprentices, Martinez.	Bertinuson, Weinstein.	15
3/25	Health and Safety training for Molders.	Molders Local 164, Richmond.	Hricko, Chown.	20
3/29	Hazards of Video Display Terminals.	IBEW, Newspaper Guild, Office and Professional Employees Local 3, San Francisco.	Hricko,	10
3/29-30	Health and Safety: Electrical Workers.	IBEW Local 1245.	Chown.	20
4/11	Occupational Health and Safety.	Bay Area Typographical Union, San Francisco.	Hricko, Chown.	20
4/22	Introductory Health and Safety Training.	Molders Local 164, Richmond.	Hricko, Chown.	6
4/26-27	Health and Safety: Electrical Workers.	IBEW Local 1245.	Chown.	20
5/29-6/1	Collective Bargaining and Health and Safety.	United Farm Workers Union staff representatives.	Chown.	20

<b>Date</b>	<b>Subject Matter</b>	<b>Organization or Target Group</b>	<b>Staff</b>	<b>Atten- dance</b>
6/8	Control of Occupational Carcinogens.	Union representatives program co-sponsored by LOHP and State Dept. of Health, Los Angeles.	Hricko, Chown.	50
6/9	Recent Legal Developments in OSHA.	Building Trades Institute, business agents.	Davis, Chown, Weinstein.	13
6/28	Health and Safety.	Pacific Northwest Labor College, Portland, Oregon.	Chown.	30

## **MANAGEMENT PROGRAMS**

### **Public Sector Programs**

The Management Program unit continued its involvement with training programs on negotiating problems for public sector personnel, under the Institute's contract with the State Agriculture and Services Agency. Funded under the federal Intergovernmental Personnel Act, the contract was completed in November 1977. Management Coordinator John K. Hislop served as Project Administrator for the IPA contract, and as such was responsible for the quarterly reports, accounting of fund expenditures, and submission of the final report which was completed in March 1978.

A new training module, "CAL-CITY School District: a California School District Collective Bargaining Simulation," was "handed off" at a program held in August. This was followed by a three-day program, using the training module, for those individuals wishing to be "certified" as instructors in the use of the module.

Two training modules were up-dated. The module, "A Method to 'Cost Out' Contract Proposals," was revised by Hislop, while John K. Sloan, Coordinator in the Institute's Center for Labor Research and Education, supplemented the module, "The Relevant Legal Frameworks for Public Sector Collective Bargaining." This supplementation was needed following passage of the State Employer-Employee Relations Act in 1977.

In November, the above two modules, together with the CAL-CITY and the CAL-CITY School District collective bargaining simulations, were handed off at a one-day conference in Los Angeles. Hislop and Sloan, together with Norman E. Amundson, Chairman of the Labor Center, served as instructors for the program.

In addition to activities in the public sector under the IPA contract, a special-district program was sponsored in July 1977 to review the terms of the recently negotiated new contract between the East Bay Regional Park District and the organization representing its employees. The District's General Manager, Richard C. Trudeau, and Chief of Administration, Robert N. Owen, were principal speakers.

### **Private Sector Conferences and Programs**

The on-going Social Science-Management Seminar group participated in four programs during the year, including a special one-day seminar on Employment and Labor Market Strategy. The latter program was arranged by the Swedish Consulate General and the Swedish Information Service, in cooperation with the Institute, and is reported on in the Bay Area Labor Studies Seminar section of this Report. The other Social Science-Management Seminar sessions featured (1) John Freeman (Business Administration), who discussed techniques for controlling expansion of staff personnel in organizations; (2) Lloyd Plank, Standard Oil Company of California, who described training and organization development activities with respect to the oil drilling project in the North Sea; and (3) James Carey, a management consultant, who discussed the implications of participative job evaluation and his preliminary research findings regarding this approach.

"Techniques of Collective Bargaining," a three-day program featuring simulated collective bargaining, was held the latter part of April. Related subjects treated during the three days included

a method for costing out contract proposals and the intermesh between the labor contract and external law. Serving as instructors were Hislop; George E. Constantino, Jr., Personnel Director, McKesson Chemical Company; and John E. Cantwell, Moore, Sizoo & Cantwell.

A conference featuring nationally recognized authorities on assessment centers was held May 31. Speakers included Douglas Bray, American Telephone and Telegraph Company; James R. Huck, The Wickes Corporation; L.A. Watkins, California Highway Patrol; and Richard A. Dapra, Development Dimensions International. University of California faculty featured were Sheldon Zedeck (Psychology, Berkeley) and Lyman W. Porter (Graduate School of Administration, Irvine).

### **Berkeley Campus Industrial Relations Council**

The BCIRC was established on the Berkeley campus at the beginning of the 1974-75 academic year. The student chapter is sponsored by the Northern California Industrial Relations Council and is chartered by the American Society for Personnel Administration. Hislop coordinates the activities of the student group, while F. T. Malm (Business Administration) serves as faculty advisor.

Seven meetings of the BCIRC were held during 1977-78. Samples of subjects covered and their discussants include implementing organization development and organization behavior concepts in the business organization (James Harrington, Jr., Novato Community Hospital, and Robert C. Goeltz, Professional Consulting Group); employee organization techniques and organizing developments in the public sector (W. A. Sparling, Jr., Employee Relations Officer, Port of Oakland); resumé preparation (Barbara Rice, Career Planning and Placement Center, Berkeley campus); and the legal framework of the LMRA and union organizing techniques (John Sloan, IIR Labor Center, and Alice Bartley, Local 29, OPEIU).

Other activities of the BCIRC included the preparation of a Directory of Student Resumés, which was made available to all NCIRC members and other interested parties. In addition, two members of the student group were retained by a large San Francisco-based corporation to do an analysis of employee performance ratings.

### **Assistance to Graduate Students**

The Coordinator of Management Programs is often asked to assist students, as well as Berkeley faculty and visiting research associates, in soliciting the participation of business organizations in surveys or interviews in connection with proposed or on-going research projects. Graduate students writing their dissertations have benefited particularly from this assistance, since it is often somewhat difficult for them to make contacts in the business community on their own. One such project is a study by Natalie Lun (Business Administration), who is inquiring into attitudes of employees of Chinese origin toward participative management styles, with particular emphasis on the relationships between level of acculturation and attitudes toward different modes of participation.

A second dissertation project, by Rhonda Gutenberg (Psychology), involves responses from a substantial number of interviewers for employment, designed to elicit the extent to which age, sex, and wage bias may exist and the manner in which it may vary as influenced by the nature of the position for which the applicants are applying.

## MANAGEMENT PROGRAMS

1977-1978

1977

July 8	Special Districts Forum, Berkeley Campus
Aug 22	IPA Grant "Hand-off" Conference, Oakland
Aug 23-25	CAL-CITY School District Collective Bargaining Simulation, Oakland
Oct 13	Berkeley Campus Industrial Relations Council (organizational meeting)
Oct 26	Berkeley Campus Industrial Relations Council (guest speakers)
Nov 8	IPA Grant "Hand-off" Conference, Los Angeles
Nov 9	Berkeley Campus Industrial Relations Council (guest speaker)
Dec 13	Berkeley Campus Industrial Relations Council

1978

Jan 11	Berkeley Campus Industrial Relations Council (guest speaker)
Feb 1	Berkeley Campus Industrial Relations Council (guest speaker)
Feb 9	Social Science-Management Seminar, San Francisco
April 18	Berkeley Campus Industrial Relations Council (guest speakers)
April 20	Social Science-Management Seminar, San Francisco
April 26-28	The Techniques of Collective Bargaining, Oakland
May 17	Social Science-Management Seminar (Employment and Labor Market Strategy)
May 18	Social Science-Management Seminar, San Francisco
May 31	Conference on Assessment Centers, San Francisco Airport

## **PUBLIC EMPLOYEE RELATIONS**

Public sector employment relations and collective bargaining continued to receive major emphasis at the Institute during 1977-78. Interest in this dynamic area of industrial relations was heightened by the continuing evolution of public employment relations law, for example, (1) the extension of full collective bargaining rights to employees of the state, (2) the activities of the state Public Employment Relations Board as it pioneered administration of the 1976 bargaining law for school employees and assumed jurisdiction of state employee labor relations; and (3) the movement toward passage of legislation which would set up a bargaining system for the first time for the state's university and colleges. The Institute continued to meet information, education, and research needs occasioned by these and other developments through its California Public Employee Relations Program as well as through the training activities of the Center for Labor Research and Education and of Management Programs.

### **The California Public Employee Relations Program**

The CPER program provides the only service of its kind in the nation. Introduced in 1969 in response to a rapidly increasing demand for information, education, and training by labor and management representatives around the state, CPER is an integrated program of data collection, research, publication, and training on all aspects of the employer-employee relationship. The nature and delivery of its services have been continually revised over the years in response to the changing needs of practitioners and others interested in public sector labor relations.

The 1977-78 year was marked by (1) an expansion and reorganization of the project's regular program of services in order to respond to subscriber needs; (2) the launching of an innovative and cooperative arrangement with the State Department of Industrial Relations's Division of Labor Statistics and Research to design and implement a statistical information system for employee-employer relations in local governments throughout the state; and (3) planning and developing a research project on the impact of the 1978 tax cut initiative on jobs, affirmative action, and collective bargaining for state and local government.

### **The CPER-DIR Project**

The cooperative data collection and analysis project with the Department of Industrial Relations is funded by a grant from the U.S. Civil Service Commission under the Intergovernmental Personnel Act. This project will involve the systematic collection by DIR of collective bargaining agreements and salary and other ordinances which deal with employment matters, the development of a master coding structure to index information extracted from such data, and the design and installation of a computer-based information delivery system at DIR which will provide practitioners, scholars, and other users with a new, rich source of heretofore unavailable but badly needed information.

The project was conceived in recognition of the fact that employer-employee relations in California local government have reached a critical juncture. Over the past 10 years, since the passage of the local government meet-and-confer legislation in 1968, employee organizations have

grown and bargaining systems have developed throughout the state at a remarkable rate. Experimentation and maturation have produced a wide variety of viable labor-management relationships. Now, practitioners frequently express their urgent need for specialized information — precise, accurate, broad-based statistical data on a wide range of bargaining issues — but no program has existed in California, in or out of government, which has addressed this need. Similarly, no data exists for broader analyses of trends, or of the impact of bargaining on public employment in the state. This venture, it is anticipated, will remove an impediment to responsible and informed collective bargaining.

CPER's contributions to the joint project have included the following:

***Training.*** During the spring, CPER staff planned and conducted an intensive on-the-job training program for DIR personnel to give them specialized expertise in public sector contract analysis. A series of 10 day-long sessions, each instructed by a staff member, covered such topics as wage and benefit provisions, grievance procedures, pensions clauses, union security clauses, and the like; in addition, a thorough review of existing public employee laws, relevant legal decisions, and current local agency systems of administering employee relations (such as civil service) were also covered. CPER prepared for each participant a training manual of materials and readings.

***National comparative study.*** In order to determine the extent and nature of similar data systems throughout the nation and Canada, CPER staff has designed a survey to determine what public agencies have collection, analysis, or information dissemination systems dealing with public sector labor relations. Based on the information gained about the nature of such systems, CPER will present a report to DIR which will include a comparative analysis of various approaches and implications for California's developing system.

***Consulting services.*** CPER staff has consulted extensively with DIR personnel, since the program's inception in January 1978, as they develop and test an initial coding and indexing system. Initial work has begun on a concept manual, to be authored by the CPER staff, which will explain to users how the system operates and how its materials can be used.

***Research studies.*** CPER is drafting three proposed research studies which will make use of the initial data generated by the system.

### **Research Development Regarding Tax-Cut Initiative**

With the June 6, 1978, passage of the California property tax cut initiative (Proposition 13), CPER immediately began planning a monitoring and documentation response to the needs of California public labor-management practitioners as they react to revenue cuts.

CPER perceives that there will be a critical need, within a short time, for a broad range of descriptive-analytical research on the impact of Proposition 13 on such areas as jobs, affirmative action, and collective bargaining at all levels of government in California. The national trend toward critical examination of tax revenues, and the interest that California's tax initiative has generated in other states, create a demand for delivery of objective and relevant data to policy-makers and management and labor leadership.

## CPER's Ongoing Research and Publication Program

The project's comprehensive program of services was revised this past year to include the following:

1. Research and dissemination of information primarily through *CPER*, the quarterly magazine; the new *CPER Review*, issued biannually; the new *CPER Special Reporting Series*, an expedited news service; and the release of its Monograph Series.
2. Acquisition and storage of information in CPER's library of public sector data and publications, which is open for reference and research by subscribers, academicians, students, and interested parties.
3. An expanded reference service to subscribers, practitioners, scholars, students, and public officials.
4. Education and training programs presented through the Institute's Management Programs and Labor Center.
5. Cooperation with academic and research organizations, visiting scholars, faculty, students, public policymakers, and the news media.

## Research and Information Dissemination

The *California Public Employee Relations* quarterly, published by the project since its inception in 1969, continued to offer comprehensive coverage and analysis of developments in California public sector labor relations. Included in each issue are articles, case studies, legal analyses, news reports, a log of arbitration and factfinder awards indexed by subject matter, an open forum section for the expression of reader views, and significant documents. *CPER* has earned an excellent reputation among practitioners and scholars alike over the years (a recent questionnaire survey of subscribers gave *CPER* exceptionally high marks in accuracy, timeliness, breadth, clarity, and usefulness). The magazine is regularly used as authority in litigation, research, negotiations, and as source material for university and adult education programs as well as numerous training programs.

Comprehensive indexing of the *CPER* quarterly, through the annual supplement to the *CPER Index*, makes the entire 37-issue set an invaluable source of data on the development of public sector employee relations, litigation, legislation, and administration by PERB that is available in no other form.

Among the major articles by CPER staff and other experts, appearing in 1977-78, were analyses of the new State Employer-Employee Relations Act, unit determination in California and other states, court decisions affecting the Meyers-Milias-Brown Act covering local government employees, strike rates and trends in education and local government, patterns of faculty bargaining in other states, the use of impasse procedures in California public school districts, and interest arbitration trends across the U.S. A particularly well-received feature was a symposium of articles written by practitioners on the question of compulsory interest arbitration for police and



fire fighters. Full coverage of all actions of the Public Employment Relations Board (formerly the Educational Employment Relations Board) highlighted the news section, which contained well over 150 reports of newsworthy events and precedent-setting decisions.

The addition of the *CPER Review* and *Special Reporting Series* to the 1978 comprehensive service was in response to the changing information needs of subscribers. The *Review* will offer statistically-based analyses and in-depth treatment of problems of concern to the parties in bargaining relationships where information needs have become more sophisticated. The *Special Reporting Series* meets a different information need, namely, fast and accurate dissemination of information of crucial import — the first two releases covered a major state Supreme Court decision and a critical PERB action. Also the service enables *CPER* to respond to the rapidly moving events regarding the 1978 tax cut initiative, which will vitally affect public sector employment relations.

The CPER Monograph series, dealing with public sector issues of particular significance, was released in 1977 and 1978. The three studies in the series were:

*Local Option in the Administration of Public Sector Employment Relations: California Experience and Prospects*, by Philip Tamoush

*Affirmative Action Vs. Seniority — Is Conflict Inevitable?* by Bonnie G. Cebulski

*Cost-of-Living Escalators in the Public Sector*, by Marla Taylor

The monographs, initiated under the program's IPA grant in 1976, have sparked considerable interest. Libraries, research organizations, academicians, practitioners, and other organizations across the nation have requested copies. Media interest in the Cebulski monograph, both in and out of the state, heightened when the passage of California's tax-cut initiative raised the probability of significant layoffs of public employees.

## Reference and Consultation Services

CPER staff are frequently called on by individuals and organizations for assistance with specific research projects or more general questions. Last year, for example, staff members handled over 250 reference questions in person or by telephone from practitioners involved in bargaining or litigation, students engaged in degree research, and academicians seeking information on new developments or data for lectures or presentations. CPER also regularly assists government agencies and officials involved in developing and enforcing legislation covering public employee relations. As an example, CPER gave assistance to a special task force appointed by the legislature last November to review the effectiveness of Senate Bill 160 (the Educational Employment Relations Act) and their final report made use of data compiled by the staff. A frequent inquirer is the PERB, which CPER has assisted in a variety of ways since it began operations in 1976. Finally, various news media use CPER as a source of background information; a recent request came from KPBF-TV in San Diego to help design a documentary on collective bargaining by public employees in California.

CPER staff also regularly contribute to the education programs and conferences of other institutions. During the past year, for example, Bonnie Cebulski lectured on public sector topics

at Boalt Hall School of Law, served as a panelist in the University of San Francisco's debate series entitled "Labor-Management Relations in San Francisco – The Price of Peace," and gave a presentation on CPER's response to practitioners' information needs to the Public Employees Staff Organization. Marla Taylor spoke on public sector data needs at the annual North American Conference on Labor Statistics, sponsored by the U.S. Department of Labor; served as a panel member at a UCLA conference on the Consumer Price Index; and was a participant in a conference on factfinding sponsored by the Public Employment Relations Board. Director B.V.H. Schneider gave an address on "Patterns of State Legislation on Impasse Resolution" at a conference sponsored by the University of Wisconsin.

### **Acquisition and Storage of Information**

Under the direction of Librarian Clara Stern, CPER maintains a specialized reference library which provides a unique service to students, academicians, practitioners, attorneys, media representatives, and citizen groups. Its 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. With Assistant Librarian Hazel Grove, the library has professional assistance for the full work day.

### **Education Programs and Conferences**

As the field of public employee relations becomes more complex, the need for information and training grows. The Institute's Center for Labor Research and Education and the Management Program respond to the needs of practitioners, academicians, and students with a wide variety of training programs and conferences. CPER data, analyses, and news reports support practical instruction, and CPER staff frequently participate in the programs. CPER staff have also directly assisted several graduate students specializing in public sector problems.

## STUDENT ACTIVITY

Twenty-five graduate students were employed as Research Assistants in the Institute during 1977-78. An additional three graduate students held U. S. Department of Labor dissertation grants; seven more occupied office space, although they were not formally connected with the Institute other than a mutual interest in employment problems; one graduate student was employed in a nonacademic capacity; and three undergraduates held various positions. In all but two cases, the Research Assistants worked directly for Institute faculty members, an arrangement which has proven to be mutually satisfactory. The Research Assistants were enrolled in the following departments: Business Administration, 8; Economics, 6; History, 4; Law, 1; Political Science, 1; Psychology, 1; Sociology, 4.

Because of the interdisciplinary nature of the Institute, one of its contributions to graduate student training is to bring students from different academic departments together under one roof, thus providing them with the opportunity to become acquainted with each other in a way which would be difficult or impossible otherwise. They have formed valuable intellectual and social ties, many of which have persisted after they have left the University for independent professional careers elsewhere.

Doctoral dissertations completed during 1977-78 by students affiliated with the Institute are:

Harry C. Benham (Economics), "Layoffs and Other Turnover Flows: The Role of Fixed Employment Costs," June 1978.

David J. Bowen (Business Administration), "Teacher Collective Bargaining and Multilateralism," December 1977.

Gerald Duguay (Economics), "Hierarchies and Internal Labor Markets," December 1977.

Shaun Hargreaves-Heap (Economics), "The International Business Cycle," December 1977.

Rickie Jacobs (Psychology), "Behavioral Predictors and Outcomes of Job Attitudes," June 1978.

Harry C. Katz (Economics), "The Impact of Public Employee Unions on City Budgeting and Employee Remuneration: A Case Study of San Francisco," December 1977.

Alan D. Meyer (Business Administration), "Hospital Environment, Strategy, and Structure: The Role of Managerial Perception and Choice," December 1977.

The following is a list of graduate students who were affiliated with the Institute during 1977-1978.

<b>Name</b>	<b>Department</b>	<b>Name</b>	<b>Department</b>
David Arsen	Economics	Jeanne Logsdon	Business Admin.
Daniel Boothby	Economics	Barbara Loomis	History
Jack Brittain	Business Admin.	Edward Lorenz	Economics
Fouad Bsar	Mechanical Eng.	Carolyn Lum	Business Admin.
Susan Carter	Psychology	Jean Lum	Business Admin.
Theodore Crone	Economics	Natalie Lun	Business Admin.
Michael Fischer	Business Admin.	Alan Meyer	Business Admin.
Sean Flaherty	Economics	Katherine Mooney	Sociology
Lawrence Fogli	Business Admin.	Timothy McDaniel	Sociology
William Glick	Business Admin.	Dorothy Otterson	Business Admin.
Sharon Goldman	History	Peter Rappoport	Economics
Jane Grant	Sociology	Howard Rosenberg	Business Admin.
Shaun Hargreaves-Heap	Economics	Christine Schöfer	Political Science
Liza Hirsch	Law	Kathryn Seligman	History
Eileen Hogan	Business Admin.	John Randolph Summers	Economics
Sanford Jacoby	Economics	Bruce Vermeulen	Economics
Charles Jeszeck	Economics	John Zammito	History
Anne Lawrence	Sociology		

## INSTITUTE PUBLICATIONS

1977–1978

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.

Because the Institute views its publications program as an important public service, no charge is made for single copies of most articles in the faculty reprint series. Charges for periodicals and conference proceedings vary with the size of the publication.

During the year, the publications program was staffed by Katherine Mello, circulation manager for the Faculty Reprint Series; with Marilyn Hanson, circulation assistant 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 February, May, and October.

#### Subscription Rates:

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

### *California Public Employee Relations*

A community services project providing in-depth and comprehensive analyses of recent developments in California public employer-employee relations. Service consists of: *CPER Magazine* (4 quarterly issues with recent developments in all jurisdictions, PERB coverage, analytical articles, open forum, neutrals' log, documents); *CPER Review* (2 issues with in-depth treatment of trends and data, problem analysis, practitioner symposia); *CPER Special Reporting Series* (news releases); *CPER Index* (general index, statutory index, table of cases, neutrals' log index).

Subscription rate: \$55.00 per 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 1977-78**

- 417 "The Study of Conflict: Hope for a New Synthesis Between Industrial Relations and Organizational Behavior?" by George Strauss. Reprinted from *Proceedings of the 29th Annual Meeting of the Industrial Relations Research Association* (1977).
- 418 "Another Look at the Goals of Full Employment and Price Stability," by R. A. Gordon. Reprinted from *Demographic Trends and Full Employment – A Special Report of the National Commission for Manpower Policy* (1977).
- 419 "The Impact of Turnover on Group Unemployment Rates," by Clair Vickery. Reprinted from *Review of Economics and Statistics* (1978).
- 420 "The Changing Household: Implications for Devising an Income Support Program," by Clair Vickery. Reprinted from *Public Policy* (1978).
- 421 "A Social Information Processing Approach to Job Attitudes and Task Design," by Jeffrey Pfeffer and Gerald R. Salancik. Reprinted from *Administrative Science Quarterly* (1978).
- 422 "Life Cycle Squeeze and the Morale Curve," by Richard J. Estes and Harold L. Wilensky. Reprinted from *Social Problems* (1978).
- 423 "Organization Strategy, Structure, and Process," by Raymond E. Miles, Charles C. Snow, Alan D. Meyer, and Henry J. Coleman, Jr. Reprinted from *Academy of Management Review* (1978).

- 424 “A Skeptical Look at the ‘Natural Rate,’ ” by Robert A. Gordon. Reprinted from *Economic Theory for Economic Development: Essays in Honor of Abba P. Lerner* (1978).

### 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, analysis 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. (1975) \$7.50.

*The Meyers-Milias-Brown and Winton Acts: Major Legal Issues in Public Employee Relations*, proceedings of a conference sponsored by the Institute of Industrial Relations in San Francisco, January 21, 1971 (proceedings reissued). \$5.00.

*Governor’s Conference on Employment*, proceedings of a conference sponsored by the Institute of Industrial Relations in Monterey, September 30 to October 3, 1965 (proceedings reissued). No charge.

## THE JOURNAL

The Institute's academic journal, *Industrial Relations*, is now in its seventeenth year. It continues to publish articles from a variety of disciplines and from institutions all over the world. The editorial board, originally composed of faculty members from the Berkeley and Los Angeles Institutes, has slowly been expanded to include members from other University of California campuses and from institutions in other parts of the country. No new additions to the board were made this year, but two possible invitations are currently under consideration.

Among the articles published last year which generated considerable interest were two dealing with public policy, one by Walter Fogel which treated the problem of illegal alien workers in the U.S., and another by Howard Foster which examined recent challenges to the prevailing industrial relations system in construction. Also notable was Sara Behman's ambitious study explaining the persistence of interstate differentials in unemployment and wages over the last several years. A symposium on public sector impasse procedures, published in the May issue, included articles dealing with the causes of strikes, the role of third-party neutrals as strike substitutes, the advantages and disadvantages of various arbitration procedures, and the overlooked political functions served by existing impasse mechanisms. Increasing scholarly interest in workers' participation in management has led to a second symposium, planned for early next year, which will focus on international comparisons of various participation schemes and their effects.

Circulation remains fairly stable, with a drop of about 50 from last years' 2,400 subscribers. Two promotional mailings are currently underway, one to a sister journal's subscription list and a second to subscribers who failed to renew upon expiration. The journal retains its international appeal, with about 20 per cent of total subscriptions originating from abroad. Domestic subscriptions are distributed among academic individuals (20 per cent of the total), management and labor (13 per cent), and university libraries (40 per cent), with the rest coming mainly from business and government agencies.

Unsolicited submissions increased this year to about 170 from last year's total of 140. A total of 37 articles and research notes were published last year (some of which were solicited), representing an increase of nearly 20 per cent over the previous year. Given the increased submission rate, however, there was no impact on the rejection rate for unsolicited manuscripts, which still remains over 85 per cent. The mix of articles received in 1977-1978 continues the trend of the previous year: increased submissions by labor economists and IR scholars and fewer by psychologists and sociologists.

A second trend has been an increase in the number of articles which make use of sophisticated methodologies, usually of an econometric nature. Printing costs, therefore, continue to rise and constitute a worrisome budgetary problem. Recent efforts by the journal to minimize the use of quantitative formulations in favor of conventional literary exposition have helped somewhat, but the problem remains serious.

As noted in earlier annual reports, one measure of the journal's impact is the number of requests received for permission to reprint its articles in anthologies and the like. Such requests continue at a rate of about 50 each year. A measure of the comparative quality of the journal was recently provided by a Chancellor's Ad Hoc Committee charged with the task of reviewing the



Institute's recent performance. Based on evaluations obtained from scholars at other institutions, the Committee concluded that the journal "is uniformly regarded as one of the two leading journals in its field."

Over the years, the journal has had the practice of using students as part-time assistant editors. This practice not only greatly benefits the journal, but also allows these students to develop skills in evaluating and editing scholarly works while at the same time exposing them to recent work in the field. Katherine Mooney, a Ph.D. student in sociology, contributed valuable services in this capacity during 1977-78.

Editorship of the journal is now in the hands of David Bowen, who worked as an editorial assistant while a graduate student. George Strauss and Raymond Miles, who shared editorial duties for over a decade, have been appointed Co-Chairmen of the Board of Editors. Barbara Porter served as Managing Editor during the year, assisted by Katherine Mello as Circulation Manager and Marilyn Hanson as Assistant Circulation Manager.

## THE LIBRARY

The 1977-78 academic year was one of change in the Library. In October, Gwendolyn Lloyd, who has shepherded the Library's resources since its inception, retired after 29 years of service. Many of the Institute's faculty, students, alumni, and Gwen's fellow librarians from around the country sent letters of appreciation and good wishes, which were bound and presented to her at a farewell reception. David Zaehring, the Institute's new librarian, has seen service in business and industrial relations libraries at Columbia, University of Iowa, Stanford, and the University of San Diego.

The long-term shift in the Institute's interests has been mirrored in a refocusing of the Library's collection policies to include greater emphasis on public employee relations, organizational behavior, labor economics, and industrial democracy. For the most part, these directions add to, rather than supplant, the broad spectrum of concerns to which the Library continues to devote its attention: employee-employer relations, human resource management and manpower policy, labor unions, wages, and related economic, social, and behavioral science topics.

Institute faculty and staff, and students in labor economics, industrial relations, and organizational behavior continue to form the Library's primary clientele, with faculty and students from the Department of Economics and the Schools of Business Administration and Law being the most frequent users. However, among the more than 1,800 reference questions answered during the year have been those from students in subject areas as seemingly far afield as music and dramatic art. The inauguration of a Berkeley/Stamford cooperative program has resulted in some increase in use by Stanford Students, and the Santa Cruz campus continues to be well represented. In addition, city, county and state agencies, school and community college districts, labor unions, business firms, and private citizens make use of the Library's resources, as do visiting scholars from around the world.

The generosity of the Institute's alumni, faculty, and friends has continued to be a major factor in building the Library's resources. Gifts from these sources provided 107 books for the Library's collection during the past year. Funds given in memory of Robert H. Turner provided the Library with 90 volumes before they were finally exhausted this year. And monies donated in honor of Gwen Lloyd have already added 27 volumes to the collection, with others on order. The collection contains approximately 13,000 volumes and 40,000 pamphlets, with about 950 serial titles being received as the current academic year ends.

### *Staff*

After Gwendolyn Lloyd's departure in October, David Zaehring replaced her in November, with part-time Associate Librarian Clara Stern capably filling in during this transition period. Library Assistant Opal Pannell is now in her seventeenth year on the Library staff; Andrew Joron served as part-time student Library Assistant during the year.

## VISITORS

The following is a partial list of visitors to the Institute during 1977-1978:

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

Horst Beyer  
Associate  
Institute of Sociology  
University of Erlangen  
Nürnberg, Germany

Sandra Del Boca  
Fellow  
Institute of Economic Policy  
Rome University  
Rome, Italy

Joseph Lowenberg  
Professor of Business Administration  
Temple University  
Philadelphia, Pennsylvania

Joseph Rose  
Associate Professor of Business  
Administration  
University of New Brunswick  
Fredericton, N.B., Canada

David Soskice  
Fellow  
University College  
Oxford University  
Oxford, England

### Other Visitors

C. B. Allegre  
Department of Economics  
University of Paris I  
Paris, France

Rui Alberto Barradas do Amaral  
Faculdade de Economia  
Universidade do Porto  
Porto, Portugal

James Amuga  
President  
National Union of Dock Workers  
Mombasa, Kenya

Erroll M. Anderson  
Assistant Island Supervisor  
Bustamante Industrial Trade Union (BITU)  
Kingston, Jamaica

Adelaide Asiheme  
General Agricultural Workers Union  
Gahna

Nils Åsling  
Minister of Industry  
Stockholm, Sweden

Margaurite Baptiste  
Treasurer  
Seychelles Workers Education Committee  
Seychelles, Africa

Johan C. B. Bontje  
Faculty of Economics  
University of Rotterdam  
Rotterdam, Netherlands

Stanislawa Borkowska  
Lodz University  
Poland

Bertil Broden  
Employee Participation Division  
Department of Industry  
Stockholm, Sweden

Roine Carlsson  
Chairman  
Paperworkers Industrial Union  
Stockholm, Sweden

Sergio D'Antonio  
Italian Confederation of Labor  
Palermo, Italy

David Eastman  
Director  
Short Courses Program  
Polytechnic of the South Bank  
London

Robert M. Fogelson  
Department of Urban Studies and Planning  
Massachusetts Institute of Technology  
Cambridge, Massachusetts

Israel Gat  
Director  
International Relations Division  
Israel Labor Party  
Kfar Saba, Israel

Amos N. Grey  
Secretary General  
Liberian Federation of Trade Unions  
Monrovia, Liberia

Shigenori Iketani  
Assistant Director  
Planning Department  
Osaka Prefectural Government  
Osaka, Japan

Willem Kok  
President  
Dutch Labor Federation (FNV)  
Amsterdam, Netherlands

John Kosi  
General Secretary  
Port Moresby Council of Trade Unions  
Papua, New Guinea

Masahiro Kuwabara  
Professor of Labor Law  
Ryukoku University  
Kyoto, Japan

Russell Lansbury  
Monash University  
Clayton, Victoria  
Australia

Frank Lu  
Professor of Commerce  
University of Canterbury  
Christ Church, New Zealand

Victor Malkov  
Institute of General History  
Moscow, Russia

Bwensa dia Malosa  
Director of the General Secretariat  
Zaire National Labor Union  
Kinshasa, Zaire

Malimu Masito  
Assistant to the President  
National Union of Dock Workers  
Mombasa, Kenya

Heinz Matthiesen  
Section Chief  
International Department  
Deutscher Gewerkschaftsbund  
Düsseldorf, Germany

Cecilia Nettelbrandt  
Consul General  
Swedish Consulate  
San Francisco, California

Sten Niklasson  
International Division  
Department of Industry  
Stockholm, Sweden

Lily Nzora  
Women's Representative  
Central Organization of Trade Unions  
Kenya

Lars Örtengren  
Science Counsellor  
Swedish Embassy  
Washington, D. C.

I. Q. Graciela Martinez Ortiz  
Departamento de Practicas Academicas  
Externas  
Universidad Nacional Autonoma de Mexico  
Mexico

Björn Pettersson  
Labor Market Counsellor  
Swedish Embassy  
Washington, D. C.

Matt Radom  
Associate Director  
Work in America Institute  
New York

Martin Raff  
Labor Counsellor  
Embassy of the United Kingdom  
Washington, D. C.

S. G. Raghu  
Professor of Interpersonal and  
Organizational Communications  
SIET Institute  
Hyderabad, India

Luigi Riggio  
Italian Confederation of Labor  
Palermo, Italy

Paul A. Routledge  
Labour Editor  
Times Newspapers Ltd.  
London, United Kingdom

Seppo Heikki Salonen  
Political News Editor and Deputy Director  
Finnish Broadcasting Company  
Helsinki, Finland

Ingvar Seregard  
Chairman  
Swedish Central Organization of  
Salaried Employees (TCO)  
Stockholm, Sweden

Hans Svan  
Legal Division  
Department of Industry  
Stockholm, Sweden

Team of six British management officers  
under auspices of the Anglian Regional  
Management Centre, Great Britain

Don Turkington  
Victoria University  
Wellington, New Zealand

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

Lars Westerberg  
2nd Chairman  
Swedish Confederation of Trade Unions (LO)  
Stockholm, Sweden

D. H. Whitehead  
Professor of Economics  
La Trobe University  
Victoria, Australia

Carl Wilms-Wright  
Secretary  
Economic and Social Committee  
International Confederation of Free  
Trade Unions  
Brussels, Belgium

Francis Wilson  
Southern Africa Labour & Development  
Research Unit  
Capetown, South Africa

## THE FACULTY

1977–1978

Name	Department	Principal Fields of Research
Reinhard Bendix	Political Science	Organizational and political sociology
Earl F. Cheit	Business Admin.	Economics of higher education
David E. Feller	Law	The law of collective bargaining; collective bargaining in higher education
John Freeman	Business Admin.	Organizational behavior; personnel allocation; organization-environment interaction
J. W. Garbarino	Business Admin.	Faculty unionism, public employee labor relations; labor economics with particular attention to fringe benefits and incomes policy
R. A. Gordon	Economics	Wages, prices, and unemployment
Samuel Haber	History	History of the professions
Clark Kerr	Business Admin.	Economics of higher education
Raymond E. Miles	Business Admin.	Organization behavior and development, with particular attention to management theory, leadership, and organization-environment interaction
Jeffrey Pfeffer	Business Admin.	Organizational sociology, organization-environment interactions, with particular interest in inter-organizational relations
Michael Reich	Economics	Labor market segmentation; racial discrimination, and income differentials
Karlene H. Roberts	Business Admin.	Organization psychology, with particular attention to communications issues, leadership, and motivation
George Strauss	Business Admin.	Organizational behavior and industrial relations, with particular attention to job satisfaction, employee and management training and development, job design and organizational development
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
Clair Vickery	Economics	Unemployment insurance; economics of discrimination
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 employee and management selection, appraisal, and development

## THE PROFESSIONAL STAFF

1977–1978

Norman E. Amundson	Chairman, Center for Labor Research and Education
Janet R. Bertinuson	Coordinator, Labor Occupational Health Program
David J. Bowen	Editor, IR Journal, and Associate, California Public Employee Relations Project
Bonnie G. Cebulski	Associate Director, California Public Employee Relations Project
Paul Chown	Coordinator, Labor Occupational Health Program
Morris E. Davis	Executive Director, Labor Occupational Health Program
Hazel M. Grove	Assistant Librarian, California Public Employee Relations Project
Peter Guidry	Coordinator of Labor Programs
John K. Hislop	Coordinator of Management Programs
Andrea M. Hricko	Coordinator, Labor Occupational Health Program
D. Gwendolyn Lloyd	Librarian
Raymond E. Miles	Associate Director
J. Bruce Poyer	Coordinator of Labor Programs
Betty V. H. Schneider	Director, California Public Employee Relations Project
John K. Sloan	Coordinator of Labor Programs
Clara S. Stern	Associate Librarian, California Public Employee Relations Project
George Strauss	Associate Director
Marla Taylor	Associate, California Public Employee Relations Project
Lloyd Ulman	Director
Sidney Weinstein	Coordinator, Labor Occupational Health Program
Donald Whorton	Medical Director, Labor Occupational Health Program
David Zaehring	Librarian

## THE ADMINISTRATIVE AND CLERICAL STAFF

1977-1978

Fouad Bsar	Staff assistant
Eugene S. Darling	Editorial assistant for the Labor Occupational Health Program
Ethel L. Davis	Technical assistant for <i>California Public Employee Relations</i> and assistant bookkeeper for the Institute
Marilyn Edelstein	Receptionist in main office and manuscript typist (first part of year)
Judith Elkins	Receptionist in main office and manuscript typist (second part of year)
Hazel M. Grove	Circulation manager for <i>California Public Employee Relations</i>
Marilyn Hanson	Circulation assistant to <i>Industrial Relations</i> and main office secretary
Debra Harrington	Secretary for IPA Program
Leslie S. Jaeger	Secretary for Management Programs
Andrew Joron	Library assistant in IIR Library
Joan J. Lewis	Senior administrative assistant for the Institute
Katherine Mello	Circulation manager for <i>Industrial Relations</i> and the Faculty Reprint Series
Sharon A. Melnyk	Circulation assistant for <i>California Public Employee Relations</i>
Janet Nexon	Program representative in the Labor Center
Opal K. Pannell	Library assistant in IIR Library
Catherine Pernish	Secretary and publications manager for the Labor Occupational Health Program
Barbara E. Porter	Managing editor of <i>Industrial Relations</i>
Mary Catherine Proctor	Secretary in the Labor Center (second part of year)
Susan Salisbury	Secretary for the Labor Occupational Health Program
Luzmarie Vallejo	Secretary in the Labor Center (first part of year)
Carolyn J. Williams	Administrative assistant for Community Services
Harry Wong	Library assistant in IIR Library (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.

During 1977-78, the Institute's building was repainted inside, new carpeting laid, and repairs were made to the flooring. The staff is grateful for these improvements to the working environment.