



The  
Institute of Industrial Relations  
University of California  
Berkeley



**A Report on:  
Research  
Training  
Community Activities  
1975-1976**

**REPORT ON**

**RESEARCH ● TRAINING**

**and**

**COMMUNITY ACTIVITIES**

**1975-1976**

**Lloyd Ulman, Director**

**George Strauss, Associate Director**

**Raymond E. Miles, Associate Director**

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

## TABLE OF CONTENTS

<b>ADVISORY COMMITTEE .....</b>	<b>1</b>
<b>OVERVIEW .....</b>	<b>2</b>
<b>PUBLIC EMPLOYEE RELATIONS .....</b>	<b>7</b>
Intergovernmental Personnel Act Grant	
Research and Dissemination of Information	
Acquisition and Storage of Information	
Reference and Consultation Services	
Education and Training Programs	
The Staff	
Cooperation with Academic and Research Institutions	
<b>MANPOWER AND EMPLOYMENT .....</b>	<b>12</b>
Unemployment Conference	
Welfare and Income Maintenance	
Employment and Unemployment	
Labor Market Behavior	
<b>COLLECTIVE BARGAINING AND PUBLIC POLICY .....</b>	<b>16</b>
<b>ORGANIZATIONAL BEHAVIOR .....</b>	<b>18</b>
<b>CENTER FOR LABOR RESEARCH AND EDUCATION .....</b>	<b>21</b>
Labor Education	
Special Programs	
Staff	
<b>LABOR AND URBAN STUDIES PROGRAM .....</b>	<b>24</b>
Degree and Certificate Awards	
Curriculum and Faculty Development	
Credit Transfers	
Course Syllabi	
Fifth Year Activities	
<b>LABOR OCCUPATIONAL HEALTH PROGRAM .....</b>	<b>27</b>
Education and Technical Assistance	
Educational Sessions	
Educational Materials	
Apprenticeship Training	
Other Activities	
Staff and Advisors	

## TABLE OF CONTENTS cont'd.

<b>MANAGEMENT PROGRAMS .....</b>	<b>31</b>
Conferences and Programs	
Seminars	
Student Scholastic Activities	
Berkeley Campus Industrial Relations Council	
<b>THE JOURNAL .....</b>	<b>34</b>
<b>THE LIBRARY .....</b>	<b>36</b>
<b>FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES, 1975-1976 ...</b>	<b>38</b>
<b>INSTITUTE PUBLICATIONS, 1975-1976 .....</b>	<b>50</b>
Periodicals	
Faculty Reprint Series 1975-76	
Miscellaneous Publications	
IPA Training Modules	
<b>STUDENT ACTIVITY .....</b>	<b>53</b>
Doctoral Dissertations Completed	
Graduate Students	
<b>VISITORS .....</b>	<b>55</b>
<b>THE ADMINISTRATIVE AND CLERICAL STAFF .....</b>	<b>58</b>
<b>THE PROFESSIONAL STAFF .....</b>	<b>60</b>

# **INSTITUTE OF INDUSTRIAL RELATIONS**

## **Advisory Committee**

**1975-1976**

**George F. Break (Chairman)**  
Department of Economics

**L. L. Mitchell**  
Business Manager  
IBEW, Local 1245

**Robert P. Biller**  
Graduate School of Public Policy

**Anthony L. Ramos**  
Executive Secretary-Treasurer  
California State Council of Carpenters

**Harold L. Buma**  
Vice President and Manager  
Economics Department  
Wells Fargo Bank

**Dow Votaw**  
Professor of Business Administration

**Samuel Haber**  
Associate Professor of History

**Lawrence Williams**  
Personnel Director  
City of Berkeley

## OVERVIEW

It has been suggested that rarely does any social problem disappear because it has been solved; rather, it is because people grow weary with trying to solve it and turn to another social problem. Right now many people seem to be trying to forget the various problems which had engrossed them only recently and to apply to the domestic sphere Senator Aiken's injunction to declare the Vietnam war a victory and walk away from it. Yet a review of the Institute's recent and current work reminds us that work centered problems are not easy to walk away from – partly because these problems (like successive strains of flu virus) keep popping up in altered form, with each mutation resistant to remedies which had looked promising during the reign of its predecessor – and partly because some are simply too persistent and too serious to allow the luxury of prolonged neglect.

In the first place, there are the perennial questions concerning who should be expected to work and who should be supported through transfer payments. During the Great Depression, when many of our present transfer policies originated, there was a widespread predisposition towards leniency in deciding who to support. Concern over adverse incentive effects was not acute, since it was believed that unemployed people should not be obliged to return to less than "suitable" work – especially since there were relatively few jobs at any level of suitability. Welfare motherhood produced no great misgivings. And, at least to the sophisticated, the public expenditures involved were welcomed rather than deplored; in providing a palliative, they provided a cure. Many of these problems persisted through the postwar period; and new social wants fathered new programs. But as employment rose so rose concern over what were now regarded as the "adverse" incentives generated by both the benefits provided and the taxes levied to provide the benefits. Growing welfare rolls, rising prices, higher taxes and increased public spending – these became the new concerns. But the original problems, far from disappearing, have grown more acute, and some are more severe than originally believed.

The single-parent household is an important case in point. Many people (especially in this part of the country) were attracted by a policy which would counter the presumed disincentive to work by making welfare payments to mothers conditional on their being provided with work training. This policy has proved ineffective however, although training per se is still regarded as worthwhile. Clair Vickery has been uncovering part of the answer: this subset of the poverty population is poor in time as well as money. She is also investigating the strength of the disincentive effect – always widely assumed but now widely condemned – of unemployment compensation (accompanied by tax exemption). In so doing she will focus on the division of family income into its discretionary and its relatively fixed or nondeferrable components. Frank Levy and Michael Wiseman are challenging another popular view – that welfare recipients are imprisoned into a welfare trap from which they cannot escape and to which their children will also be condemned; they find, on the contrary, that families exhibit considerable mobility into and out of welfare status. But one reason for the mobility consists of the discriminatory effect of worsening overall economic conditions on various social groups, especially blacks and other nonwhites.

The work of R. A. Gordon and of Michael Reich focuses on the "structural" nature of unemployment and of income distribution; and a paper by Lloyd Ulman explores some of the ways in which training, subsidy, and similar programs targeted to specific groups might be coordinated with overall demand management in order to reduce both the average level of unemployment and the dispersion around that average while holding down inflationary pressures. And Harold L. Wilensky addresses himself to the problem of the aggregate burden of social expenditures by comparing the U.S. with countries in Europe – where unemployment levels have been lower and social welfare programs frequently much more extensive.

Among the sacred cows currently being slaughtered – or at least stunned – is the long-standing faith in the economic virtues of higher education. The great educational boom in the 1960's was reinforced by economic analysis which placed unprecedented emphasis on education as investment in human capital. Both the boom and the analysis were probably overdone; recent analysis has revealed a great drop in the economic returns to higher education and thus calls to mind dissident opinion (shared by some members of the Institute) which held that our social institutions could well generate a propensity to educational overinvestment. The continuing historical work of Samuel Haber on the development of American professions is illuminating; it demonstrates how private groups, with a monopoly of expertise, can in effect generate sufficient consumer demand to take the supply of that expertise off the market. Of course, none of these developments refutes the obvious fact that education is economically productive; furthermore, it is precisely when the returns are low that it becomes desirable to assure as equitable a distribution of education as possible. The Institute has subscribed to this belief by operating our pioneering Labor and Urban Studies Program in cooperation with neighboring educational institutions. Now in its fourth year, this program, under the direction of Peter Guidry and with generous moral and financial support from the Ford Foundation, proceeds on the premise that working members of trade unions – particularly union members who are also members of minority groups – can profit from a curriculum which is specially designed for potential trade union officers. The results continue to prove most gratifying.

One of the great new objects of public concern has been the environment and the so-called quality of work life; this concern has extended to the work environment and resulted in the passage of the Occupational Safety and Health Act of 1970, which authorizes and directs the setting of specific health and safety standards in the workplace. Few developments will prove as significant for workplace relations as this new policy. Its intrinsic appeal is very great; so are its potential costs and the difficulty of enforcement. To a very great extent its future will be determined by the nature of the tradeoffs adopted by employees, unions, and managers, and the public. Our Labor Occupational Health Program in the Center for Labor Research and Education is designed to help employees, unions, managers, assess the quality of their common work environments so that they might formulate their approaches with the assistance of such scientific evidence as the Program's highly professional staff, under the directorship of Dr. Donald Whorton, can provide and explain to them.

Quality of work life is a term which has come to include nonpecuniary determinants of psychological as well as material well-being. In part the problems are regarded as stemming from the preferences of a more highly educated work force (and are thus related to the general problem of overeducation); in part they are regarded as reflecting the impact of higher real cash incomes on the demand for a better life on the job. The remedies can range from "job enrichment" to worker participation in management. George Strauss has dealt with various managerial strategies for improving the quality of work life, especially alternative forms of worker participation. Some of the policy implications of this area will be explored in a comparative study of wage inflation and incomes policies involving Ulman, Robert Flanagan of Stanford, and David Soskice of Oxford. And the Labor Center has been cooperating in a worker exchange project designed by Robert Schrank of the Ford Foundation to obtain the reactions of American workers to the experience of actually working in novel work environments abroad.

Finally, collective bargaining is likely to re-emerge as an area of general concern especially as a result of its recent widespread extension to the public sectors at a time of recession-aggravated fiscal stringency. In California these cross-currents were recently reflected in the passage of the Rodda Act covering public schools and community colleges and in the defeat of attempts to obtain a comprehensive statute covering all units of state and local government. Research and analysis of current developments of interest to state and local government officials and to employee organizations appears in *California Public Employee Relations* and frequent special bulletins of that publication, under the editorship of Betty Schneider. Thanks to an Inter-governmental Personnel Administration grant, this publication has acquired significant new functions; and Norman Amundson, John Sloan, Bruce Poyer, and Paul Chown of the Labor Center, together with John Hislop, the Institute's Coordinator of Management Programs, and Roger Lamm have been able not only to extend and improve their offerings of courses and conferences in this area but also to write a number of educational "modules" for use by training centers and other institutions in the State. It will be noted that universities and four-year colleges come under the purview of recent legislation in our state, but Joseph Garbarino continues his comprehensive nationwide research on collective bargaining in higher education.

The scope of bargaining has been circumscribed by various governmental regulations and also by the rights reserved under law, whether to the general public, the individual worker, the employer, or the union. OSHA involves a further extension of such regulations and rights and a consequent narrowing of the bargaining area. Even more important are the rights created under Title VII of the Civil Rights Act and its constraints on managerial personnel policies and seniority systems created by collective bargaining. Research done (separately) by our law colleagues, David Feller and Jan Vetter, is closely related to this important problem and is in part directed to its implications for public policy governing industrial relations and for the appropriate scope and structure of relevant governmental institutions.

Within the environmental arena the bargaining which occurs is shaped and modified by the institutions created by the parties themselves; and these too may



be undergoing change since, in some important cases, they were formed in an earlier economic climate. Will national unions lose their power to influence decisions made at the local level; if so, what would be the economic and social consequences of their loss of authority? (This past summer witnessed two major labor disputes which were marked by the weakness of national unions – in the rubber industry, where the national leadership was unable to persuade some of its locals to go out on strike, and in the coal fields, where the national leadership was unable to persuade some of its locals to return to work.) Will the phenomenon of decentralization, so prevalent in many other walks of collective life, finally overtake the authority of the centralized institutions on which collective bargaining in this country so heavily relies? Strauss, long-standing authority in the area of local union structure, is re-emphasizing the importance of research in the areas of union government and structure by organizing an international symposium for our journal, *Industrial Relations*. Ulman is working on a cross-country comparison which seeks to assess the implications of different structural types, typical of unionism and collective bargaining, in different countries for relative industrial costs and international competitiveness. John Freeman's work in the area of organizational growth and decline is being directed to an analysis of union mergers, a problem of increasing importance. Management structure and functioning is also an area of increasing concern, most recently to economists who seek answers in a better understanding of bureaucratic organizations to questions concerning the nature of unemployment and inflation and the responsiveness of large-scale enterprises with "internal labor markets" to changing external market conditions. Within our Institute, work by Jeffrey Pfeffer and by Raymond Miles in organizational behavior deals with organizational response to environmental change, and research by Sheldon Zedeck and Karlene Roberts also falls partly in this area.

\* \* \* \* \*

In the last Annual Report, the Director's introduction dwelled on the Institute's integrative function – how the staff tries to inject academic research findings into its own curricula and conference materials and how it enlists our faculty members in its union, management, and public educational projects. This approach is illustrated by the original educational materials developed by our Labor and Urban Studies and our California Public Employee Relations staffs. Our last Report also mentioned Institute efforts to support interdisciplinary faculty research on our own and neighboring campuses, and we referred to the Bay Area Labor Studies Seminar. This seminar has weathered the difficult sophomore year and has now become an upperclassman.

One way to deal with the growing demands on our limited staff is to integrate part of our operation backwards and to go in for the wholesale as well as the retail dissemination of education. The retail end is teaching and holding conferences; the wholesale end includes training teachers and providing them with curricular materials and also the dissemination of information through the printed word. Attempts in these directions are discussed in the pages which follow. Here it might be noted that our Institute generates three periodicals: our scholarly journal, *Industrial Relations*; the

6.

quarterly *California Public Employee Relations* and its new *Bulletin* series; and the *Monitor*, written and edited by the staff of the Labor Occupational Health Program.

All this should mean that the talents and resources of our staff are more efficiently utilized, but it also has meant harder work for them – and in particular for Norm Amundson who is serving with distinction and devotion as Acting Chairman of the Labor Center. It also means increased work for the Institute's small but highly professional library staff, led by Gwendolyn Lloyd; and for the clerical and administrative staff and above all, for Senior Administrative Assistant Joan Lewis, who directs these able and concerned people and who, in her spare time, provides our graduate students with counsel and comfort and copes deftly and cheerfully with all the bureaucracies, foreign and domestic, with which it has been our (mainly pleasant) lot to deal.

## **PUBLIC EMPLOYEE RELATIONS**

Major developments in the dynamic field of public sector labor relations prompted the Institute to expand its public employee relations information and training programs in 1975-1976. A new collective negotiations act covering public schools and community colleges (the Rodda Act) accelerated demand for services from our various concerned units: the California Public Employee Relations Program, the Center for Labor Research and Education, and the Management Program.

### **Intergovernmental Personnel Act Grant**

The Institute has maintained a unique and active role in public sector labor relations since 1969 when the California Public Employee Relations Program was initiated. However, the Institute's ability to respond to the changing needs in the public sector was enhanced this year by receipt of funding under contract with the State Agriculture and Services Agency through a grant from the U.S. Civil Service Commission under the Intergovernmental Personnel Act. The Institutes of Industrial Relations at Berkeley and Los Angeles were enabled by the joint contract (effective November 10, 1975, for one year) to expand information services and develop comprehensive training programs for management officials and public employees throughout the state.

The IPA grant has made it possible for the CPER program to build on its previous work. The program in 1975-1976 included:

Research and dissemination of information through an expanded quarterly magazine, *CPER*; a new, expedited service, the *CPER Bulletin*; detailed coverage of implementation of the Rodda Act and actions of the newly appointed Educational Employment Relations Board; and the introduction of case studies and monographs on major public sector issues.

\*Acquisition and storage of information in CPER's library of public sector primary data and publications.

Promotion of expanded reference services to subscribers, practitioners, students, and academicians.

\* Education and training programs presented through the Institute's Management Program and Labor Center.

Consultation with government officials involved in developing and carrying out bargaining legislation.

Cooperation with academic and research organizations, faculty, students, visiting scholars, and news media.

## Research and Dissemination of Information

Under the direction of Dr. B. V. H. Schneider, the dissemination of information involves two publications: the magazine, *California Public Employee Relations*, published since 1969, and the new *CPER Bulletin*. This year, IPA funds have enabled the program to respond more rapidly and comprehensively to the information needs of practitioners and academicians—who use *CPER* as authority in litigation, research, and collective bargaining, and as text material for university and adult education programs and conferences—by introducing the timely *Bulletin* service, expanding *CPER* coverage, and introducing case studies and monographs.

The quarterly magazine, with a circulation of over 2,000, is widely respected for its objective, comprehensive reporting and analysis of developments in California's public sector, such as major court decisions on the agency shop, strike rights, constitutional due process requirements for discipline, delegation of governmental authority to arbitrators, and appropriate bargaining units; current legislation; implementation of new legislation (i.e., the Rodda Act); strikes and work actions; and problems in negotiations.

Articles in 1975-1976 included contributions by Reginald H. Alleyne, Professor of Law at UCLA and newly appointed Chairman of the Educational Employment Relations Board, on "The Emerging Law of Collective Bargaining in Public Education," and by Marion Ross, Professor of Economics at Mills College, on "The Local Government Budget Crisis: Is Bargaining to Blame?" In addition, there appeared articles on grievance arbitration in the public sector, trends in local government agreements, cost-of-living escalators in public sector contracts, and case studies of the San Francisco police and firefighters' strike and the Berkeley teachers' strike.

Besides continuing to offer an Open Forum section and texts of significant documents, *CPER* in 1975-1976 introduced a new section on out-of-state developments of special interest to California practitioners case studies of important events or issues, and expanded its log of arbitrators' awards and factfinders' reports. To advance *CPER*'s use in research, the first annual supplement to the *CPER Index* was published in March 1976. (A comprehensive *Index* to the first six years—22 issues—was published in 1975.)

The *CPER Bulletin* was introduced in January 1976, as a supplement available only to *CPER* subscribers, to provide immediate coverage of major events between issues of the quarterly. The *Bulletin*'s first issues were sent to 1,100 subscribers, including both regular *CPER* readers who had expressed a desire for supplemental service and new subscribers who became aware of the need for information when the Rodda Act brought collective bargaining to California's more than 1,000 school and community college districts.

In addition to these efforts, research has begun on a monograph, "Affirmative

Action and Collective Bargaining in the Public Sector.” Two others will be completed under the IPA grant.

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

Central to the CPER program is the collection of primary data, documents, and publications, and maintenance of a comprehensive collection on public employee labor relations. CPER’s unique library includes court decisions and accompanying briefs involving all 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, books, and bulletins of public agencies and employee organizations. In addition, major state newspapers are clipped daily.

### **Reference and Consultation Services**

A substantial portion of staff time is devoted to providing telephone and personal reference service to individuals and organizations. With support of IPA funds, CPER has been able to expand this service to assist practitioners involved in bargaining and litigation, students engaged in research towards advanced degrees, academicians seeking information on new developments or data for lectures and research, and foreign visitors interested in the field. CPER also extends assistance to governmental agencies and officials involved in developing and enforcing legislation governing public sector labor relations, and is frequently contacted by the press.

### **Education and Training Programs**

The CPER program plays a major supporting role in the training programs and conferences presented by the Institute’s Management Program and the Center for Labor Research and Education. Demands for programs in the public sector have multiplied with the advent of the Rodda Act and interest in proposed legislation which would cover all California public employees.

The IPA grant has also permitted Institute management and labor program coordinators to develop “training modules” designed to serve as the foundation for comprehensive training of public sector managers and employees. The modules are to be delivered to trainers in public agencies and organizations throughout the state so that these agencies may develop high caliber in-house training programs in labor relations. The six modules completed or in progress are: “The Relevant Legal Frameworks for California Public Sector Collective Bargaining,” “The Duty to Bargain

and 'Good Faith' Bargaining," "A Method to 'Cost Out' Contract Proposals," "Collective Negotiations (A Simulation)," "Public Sector Collective Bargaining and Cal/OSHA Requirements," and "Problems and Prospects for Productivity Bargaining."

The first three modules were presented to local and regional bodies, with instruction for developing their own training programs, in a "Training of Trainers" program on December 17-18, 1975. In May 1976, the Institute began using these modules in its own programs, with John K. Hislop and Roger Lamm presenting three sessions on contract costing at San Jose, Stockton, and Napa, and Norman Amundson presenting a class on legal frameworks in Stockton.

Two conferences on the Rodda Act were organized by Roger Lamm. The first, for school administrators and board members (San Francisco, December 1975), focused on the future impact of the new bargaining act. Morning workshops emphasized "how to prepare for the coming year," and the afternoon was devoted to a panel discussion of "portents for the future." Harold R. Newman (Chief of Mediation, New York State Public Employee Relations Board) was the principal speaker and panelists included Thomas A. Shannon (Deputy superintendent, San Diego City Schools), Craig Biddle (Counsel, California School Boards Association), and Keith Breon (Attorney, Breon, Galgani, and Godino).

The second conference (San Francisco, April 1976) was designed to familiarize those involved in bargaining in public education with the Educational Employment Relations Board's newly issued rules, which became effective April 1. Jerilou Cossack, one of three EERB members, was principal speaker. The management perspective was presented by attorneys Keith Breon, Garry G. Mathiason, and Thomas A. Shannon; the employees' views were voiced by Robert L. Blake (Counsel, California School Employees Association), Sharrel Wyatt (Assistant General Counsel, California Teachers Association), and Stewart Weinberg (General Counsel, California Federation of Teachers, AFL-CIO).

The Center for Labor Research and Education used CPER materials on the Rodda Act in several programs offered to employee organizations. For example, organizations such as the California Association of Educational Office Employees must consider whether to add the collective bargaining function to its services to members. The Labor Center provided an education program to the association to assist the membership in making an informed decision.

### **The Staff**

Engaged in research and writing are these members of the CPER staff: B. V. H. Schneider, CPER Director and Editor; Bonnie G. Cebulski (J. D.), Associate Director and Associate Editor; Marla Taylor and Robert O'Sullivan, Assistant Editors; David J. Bowen, Education Editor; and Alice Collins, Kristin Jensen, Howard Rosenberg,

and Jack W. Brittain, Associates. Among public sector experts from other institutions who contribute regularly to CPER's research and writing are Professors Paul Staudohar (California State University, Hayward) and Marion Ross (Mills College). Other staff members include Clara Stern, Librarian; Hazel Grove, Assistant Librarian and Circulation Manager; Ethel L. Davis, Technical Assistant; and L. Denise Curtis and Madelyn O'Brien, Staff Assistants.

### **Cooperation with Academic and Research Institutions**

The CPER staff regularly participates in the research and education activities of other organizations in the field of public employee relations. Schneider coordinated a panel on interest arbitration at a conference of the Society for Professionals in Dispute Resolution in Los Angeles and also serves on the editorial committee of that organization. She has been selected as an advisor to the Committee for Economic Development which is preparing a policy statement on labor relations in state and local government, and also reviewed papers submitted for the 1975 winter meetings of the Industrial Relations Research Association.

CPER is frequently called upon to provide speakers or to assist in preparation of programs by California organizations. In 1975-1976, such activities included Cebulski and Schneider assisting the San Francisco Coro Foundation in the design of a seminar and the selection of experts for a panel on "Alternatives to Strikes in the Public Sector," to which Schneider was an invited participant. Schneider also served on a panel on collective bargaining in California's public sector at a conference sponsored by the State Personnel Board and the American Society of Personnel Administrators. Cebulski was invited to lecture at Hastings College of the Law and to the California Labor Press Association, and Taylor spoke to the Southwest Public Labor Relations Council.

## MANPOWER AND EMPLOYMENT

Inflation and high unemployment – the American economy's closely related ailments since the start of the seventies -- have continued to be studied at the Institute, as have such concerns as racial discrimination in employment and equal opportunity solutions, the need for income maintenance, the prospects for movement out of the poverty level, manpower policies, and the costs of supporting the state in the twentieth century and their attending rationales.

### Unemployment Conference

On June 2-3, the Institute held a conference on unemployment in California and the United States, sponsored by the Levi Strauss Foundation and, indeed, inspired by the interest and concern of Walter A. Haas, President of the Foundation. Held toward the end of the Institute's thirtieth academic year, this conference marked the third time that the Institute had been occupied with California's persistently high unemployment rates. Previous public conferences on the subject were held in 1949 and in 1965.

This conference differed from its predecessors in several interesting respects: it was small and invitational rather than large and public, and its participants were technical experts from various banking and business enterprises, trade unions, government agencies, and academic institutions in the state. Its major purpose was to discuss the state of knowledge concerning unemployment in California relative to unemployment elsewhere in the country. Included were various hypotheses which have been advanced for the high California rate and the nature and reliability of data available to test these hypotheses. Background for the discussion sessions consisted of sets of numerical data which were compiled and sent in advance to the participants.

Topics discussed included distinguishing characteristics of and movements in the state's industrial and employment composition and the composition of its population, labor force, and patterns of migration. The final session was devoted to considering the significance of such unit cost components as relative levels of employee compensation, minimum wages, and payroll taxes and also of varieties and benefit levels of income transfer programs. While the discussions naturally focused on peculiarities of California conditions – and therefore on the structural aspects of these unemployment problems – this emphasis inevitably and frequently brought the national aspects of the problems to the fore. The latter were explicitly dealt with in an address by Joseph A. Pechman, Director of Economic Studies of the Brookings Institution, on macro-economic policy choices in the context of prospective economic developments.

E. T. Grether, Dean and Flood Professor Emeritus of the Schools of Business Administration (Berkeley), served as Conference Chairman. Sara Behman of California Polytechnic State University served as Conference Secretary and is preparing a report of the conference discussions which will point to areas where additional research and



data seem to be indicated. Discussion chairmen were Odessa Dubinsky, Southern California Employment Data and Research Section, Employment Development Department; Robert J. Flanagan, Graduate School of Business, Stanford University, and Lloyd Ulman, Clair Vickery, and Michael Wiseman, all of the Department of Economics, Berkeley.

### **Welfare and Income Maintenance**

The first stage of the comparative study of the welfare state by Harold L. Wilensky (Sociology) – 261 interviews in Europe, Canada, the U.S., and Israel – has been completed, and the next stage is an analysis of the politics of taxing and spending. The aim is to solve the puzzle: “Why is the political uproar accompanying social spending unrelated either to the amount of spending or to the total tax burden?” Exploring this issue is a manuscript in preparation, “Centralization, the ‘New Corporatism,’ and the Welfare State.”

Studying welfare from the viewpoint of economics rather than sociology, Frank Levy (Public Policy) has been occupied with the amount of mobility across the poverty line, and one of his more optimistic findings is that of a sampling of people who fell below the government’s official poverty standard in 1967, 45 per cent moved above the poverty level four years later. Equally important, children of poverty homes who went on to form their own households seemed to have about three chances in four of leaving the poverty level.

Theoretically, the move out of poverty takes place when a major change in the composition of the family occurs or when the income of the family which remains intact rises. Prospects for increased income occurring and for a family moving out of poverty can be predicted, based on studies of average incomes earned by families with similar characteristics. Levy’s research is part of a joint project on the dynamics of poverty and welfare populations undertaken with Michael Wiseman (Economics). It is their hope that the project will evolve into a manuscript on welfare reform.

Clair Vickery (Economics) has been working in two areas: her on-going study of the time allocation decisions of single parent households and her preliminary work on Unemployment Insurance (UI). The former study developed a general definition of poverty which included the essential time inputs of the household, in addition to the essential money inputs. This two-dimensional poverty definition presents a framework for analyzing the household’s decision to allocate time between market and non-market activities.

The initial stages of her UI study, funded by a grant from the Employment and Training Administration (Department of Labor), are focusing on the cyclical behavior of UI. Depending on economic conditions, UI serves as insurance and as an income support program. She reports, “A measure of the financial incentive to return to

work is being calculated by estimating the proportion of the household budget which is not easily deferrable and comparing these 'nondeferrable expenditures' to UI payments by income class." In line with this project, she is working with the California Employment Development Department in a review of the California UI system in order to propose comprehensive reforms. Study of the state program will tie in with her more general work on UI and should generate proposals for reform at the national level.

### **Employment and Unemployment**

Along the line of full employment, R. A. Gordon (Economics) has embarked on a new research project concerned with redefining the goal of full employment in the United States. He is working under contract with the National Commission on Manpower Policy. During the year, his paper on "Wages, Prices, and Unemployment, 1900-1970" was published in *Industrial Relations*.

Lloyd Ulman (Economics) contributed a paper for a symposium entitled *Manpower Goals for American Democracy*, which was co-sponsored by the National Commission for Manpower Policy and the American Assembly. Ulman's paper, "Manpower Policies and Demand Management," dealt with a range of policies, including minimum wages, public job creation, unemployment compensation, and wage subsidy, as well as manpower training, within the general context provided by Keynesian analysis.

Wiseman, while pursuing his study on public employment programs, has become interested in the geographical distribution of unemployment during business fluctuations. As a result, he intends to work with data recompiled by the Bureau of Labor Statistics from the Current Population Survey to provide monthly estimates of joblessness back to 1968 for 29 Standard Metropolitan Areas. These data, he believes, are superior to state employment service data and will offer a major opportunity to study geographical variations in joblessness.

### **Labor Market Behavior**

Michael Reich (Economics) has updated previous research by examining the impact of the recent recession on black-white income differentials and by attempting to replicate the 1960 cross-sectional regression equations in his dissertation with 1970 Census data. This work will be reported in a series of articles.

Reich's other interest, labor market segmentation, involved the collection of data to be used in developing historical indices of class structure and labor market segmentation. These series include trends in wage differentials by skill level, industry, occupation, and size of establishment. He also supervised several students in the pre-

paration of dissertation proposals in this field, using microdata sources such as the Parnes and Panel of Income Dynamics tapes. He plans to analyze the historical series and to complete a book-length essay on the history of labor market segmentation in American capitalism.

Samuel Haber (History) views labor markets from a different perspective. Continuing his work on a history of the American professions, 1750-1900, during the past year Haber's attention was directed particularly to the professional-client relationship in the 18th and early 19th centuries. "What became quickly apparent," he reports, "was that it was both a market relationship and an authority relationship, so to speak. The professional was not simply selling, he was usually in some degree commanding. That fact was the basis of much of the 'professional ethics' that developed in the 19th century alongside the most unrestricted market economy that America has known. The professional in giving directives was in some measure responsible for the outcome. *Caveat emptor* was inappropriate because the buyer was of necessity acting on the seller's say-so. Because the axis of the relationship between the professional and the client was not just in the sale of services but also in the giving of directives, the professions became an unusual service industry, and perhaps somewhat distinct from the service industries that were to follow. This is the direction in which my research is moving."

## COLLECTIVE BARGAINING AND PUBLIC POLICY

Several significant projects relating to collective bargaining and labor law occupied faculty associated with the Institute.

Lloyd Ulman (Economics) is directing a comparative study on the impact of collective bargaining on the national incomes policies of industrial countries during the 1970's, in association with Robert J. Flanagan of Stanford and David Soskice of Oxford. This is a two-year project, which is sponsored by the Brookings Institution. The project will analyze the new forms which incomes policies have been taking in a period characterized by severe inflationary recession. These involve "policy bargaining," whereby wage restraint on the part of trade union movements is linked explicitly to the adoption of specific types of demand management policies, to policies of income redistribution, and to other forms of social policy, such as worker participation in management and codetermination. The project will also be concerned with the behavior and impact of unionism in somewhat broader aspects than have been traditionally dealt with in economic analysis, notably the influence exerted by union movements through political channels on the level of aggregate demand. It will also attempt to integrate the growing body of institutional analyses (by industrial sociologists and others) with the more traditional approaches to the impact of unionism and wage and price policies.

George Strauss (Business Administration) prepared a critical survey of the development in the United States of industrial relations as an academic field. This study will appear, along with similar studies of other major industrialized countries, in a volume to be published by Harvard University Press. Co-author on the project was Peter Feuille, a former Institute research assistant now on the faculty of the State University of New York at Buffalo. Strauss and Feuille presented an early draft at a meeting of authors in London in June 1975 and a later draft at a conference at Harvard in September. The chapter, which has a strong historical orientation, seeks to explain the field's changing focus in terms of underlying developments in society, in the economy, and in academia.

Strauss is also working on a symposium (to appear in the February 1977 issue of *Industrial Relations*) on union government, a subject which has been neglected in the United States since the fifties but which has attracted renewed interest overseas. The symposium will bring together from a number of countries scholars who have been conducting research in the field. The Strauss contribution consists of a survey of recent U.S. research and an agenda for future work. He argues that the combination of new research techniques and theories, plus new union problems, makes the union once again a fruitful subject for study.

Finally, Strauss has organized a session of the Fall 1976 Annual Meetings of the Industrial Relations Research Association on behavioral science approaches to industrial conflict. He is at work on a paper contrasting how organizational behavior and industrial relations address conflict and conflict resolution and seeking a fruitful synthesis of both approaches.

Joseph W. Garbarino (Business Administration) continues his studies of faculty unionism under a grant from the Carnegie Council on Policy Studies in Higher education. A report on differing state patterns of faculty unionization appeared in the May 1976 issue of *Industrial Relations*.

David E. Feller (Law) has been engaged in a study of the developing rules governing the allocation of damages for violations of Title VII of the Civil Rights Act of 1964 between employers and unions. A report of the study was delivered to a conference of AFL-CIO lawyers in Washington, D.C., in June 1976.

Having written an article on the general theory of collective bargaining, Feller is at work on a companion piece which will deal with the relationship between enforcement mechanisms under the collective bargaining agreement and the rules governing the employment relationship which derive from such sources as the National Labor Relations Act and Title VII.

In the area of higher education, Feller has been working with Matt Finkin (Law, Southern Methodist University) on "Faculty Collective Bargaining: Legislative Issues," a project for the Carnegie Council on Policy Studies in Higher Education, and has delivered lectures on the subject of collective bargaining in universities and colleges.

## ORGANIZATIONAL BEHAVIOR

Organizational Behavior (BO), the study of organizations and people within organizations, continues to flourish. During the academic year research has been directed toward organizational responses to environmental demands, outlining their methods (such as merger) for protecting themselves from demands, noting internal and external power struggles, and analyzing worker satisfaction in relation to supervisory behavior and worker performance evaluations.

Organizational adjustment to environmental demands has continued to be the major interest of Raymond E. Miles (Business Administration), and he has pursued this interest with Charles C. Snow (Pennsylvania State University) and Berkeley doctoral students Alan Meyer and Henry Coleman. Together, they have gathered data on the textbook publishing industry (an update of a 1972 study), northern California's electronics and food processing industries, and the Bay Area's hospital industry. Based on these studies, they have developed a preliminary model of the process by which organizations adjust to conditions in their task environment.

Miles reports, "We have identified four 'types' of organizations based on their typical response behavior and have specified structure and process features which correlate with (and apparently serve to maintain) an organization's predominate response pattern. Our model has been explicated in a series of working papers and will lead, we believe, to a theory and research report which will both aid subsequent research and serve as a useful text supplement in classes in organizational behavior and policy. Portions of our research were reported in conference sessions at professional meetings. Our current research is closely aligned with my continuing interest in organization change processes and in the design of communication, control, and reward structures. Papers on two of these areas were also presented at professional association meetings."

Jeffrey Pfeffer (Business Administration) continues his work on the development of two distinct – but related – paradigms in the field of organizational behavior: (1) a resource dependence model of interorganizational behavior, and (2) a power-dependence model of social behavior, both inter- and intra-organizational behavior. The first deals with how organizations protect themselves from their environments, especially through such actions as mergers, cooptation, and use of joint ventures, while the second concerns power and political processes both within and among organizations. Both stress a decision-making perspective and the importance of observable rather than attitudinal variables, and both stress power dependence.

In terms of the power-dependence paradigm, Pfeffer has also begun to re-evaluate the thinking about leadership, completing one theoretical work in this area and a study on the constraints of freedom of mayors to make decisions regarding city budgets. He is also testing some of his propositions in a field setting. Finally, he

has begun a study of the process of executive succession with one manuscript completed in the field of hospital administration.

John Freeman (Business Administration) has been working with Michael Hannan (Stanford) on a new theoretical venture which has produced a paper, "The Population Ecology of Organizations." A methodological effort which parallels this involves two papers, both on problems of defining unit boundaries in organizational research. One of the more promising empirical research projects which all of these papers have spawned is a study of merger processes among unions. Working with MBA student Jack Brittain, Freeman is seeking to learn how similarity and difference in the membership-skill structure of merger partners and size changes over time. They are also examining disaffiliation and suspension from the AFL/CIO in the same context.

Freeman's long-term interest in administrative intensity (relative numbers of administrators and production workers) has continued with more technically sophisticated estimation of the growth and decline processes. He is also working with tax and bond election data, as well as data on financial resources, to see how personnel policies of school districts vary over time. This interest has generated a small project with a graduate student in the School of Education, Tom Griffin, who is Attorney for the California State Department of Education. Together, they have been studying Catholic parochial schools and public schools in the Sacramento area, to determine why Catholic schools can provide educational services more cheaply.

Reinhard Bendix (Political Science) is nearing completion of an eight-to-ten-year project in the realm of organizational and political sociology. He reports that the volume that will be the result of his research, *The Few and the Many*, will be published by the University of California Press. During the academic year his research and writing carried him to Washington, D.C., where he was a Guggenheim Fellow and a Fellow of the Woodrow Wilson International Center for Scholars.

George Strauss (Business Administration) completed a monograph on possible managerial strategies for improving the quality of work life. This monograph, written as part of a series commissioned by the U.S. Department of Labor to be published in Fall 1976, reviews the impact of supervisory behavior on productivity and satisfaction, and seeks to place in perspective alternative forms of worker participation.

With David Bradford of Stanford, Strauss wrote a short article, "OB of the Present and the Future," which appeared in *Teaching of Organizational Behavior*. The authors contrast the various avenues to teaching about organizational behavior and discuss the dilemmas of those who emphasize the "experiential" approach.

The research of Sheldon Zedeck (Psychology) has centered on performance evaluation and organizational choice. He reports that scales have been developed to evaluate performance of hospital registered nurses and county public health nurses; in addition, characteristics of those involved in developing the scales have been studied.

"Specifically," he notes, "two abilities have been identified as necessary, and as different, in the development of scales: (1) the ability to assess specific behaviors and

categorize them into a global performance dimension and (2) the ability to assess specific behaviors in terms of their performance level (good, poor, average, etc.). Results indicate that those participants who are higher in intellectual efficiency and verbal reasoning, who have a certain leadership style orientation, and who have a greater degree of social insight are better contributors to the process. Finally examined was the performance evaluation decision-making process of supervisors who are responsible for evaluating subordinates. Differences between objectively and subjectively determined strategies for processing evaluation data were revealed. The importance of major elements is generally underestimated whereas that of minor elements is overestimated.

“The second area of research concern relates to a motivation strategy for studying organizational choice. An information processing model has been adapted to provide within-subjects analyses of the factors leading to one’s decision to join an organization. Results indicate that groups differing on background factors also differ in the degree to which factors such as salary, job flexibility, work group size, opportunity for advancement, etc., influence organizational choice decisions.”

The major activity of the academic year for Karlene Roberts (Business Administration) has been to bring to an “orderly conclusion” a long-term Office of Naval Research grant and to begin new research activities, the primary one being to design an investigation concerned with barriers to employment of part-time versus full-time workers in the United States. Commensurate with this have been research activities concerned with employee responses to majority and female versus majority male managers. Data concerned with both of these questions are being collected on a nationally distributed sample of respondents in one of the United State’s largest industries. The development of the research hypotheses, design, and strategy for conducting it have, in both cases, been completed. Data are now being collected in field situations from approximately 200,000 employees. Whether the data can be appropriately analyzed will depend entirely on success in obtaining extramural funding.

Roberts has also been working, with Charles Hulin (University of Illinois), on a book concerned with “how to look at, evaluate, and do organizational research.” The original idea, she reports, “was to provide a framework from which people with different perspectives about organizations (psychologists, sociologists, economists, etc.) could approach a common phenomenon – an organization.” During the year, four of the seven proposed chapters were completed.



## CENTER FOR LABOR RESEARCH AND EDUCATION

In its twelve years of operation, the Center for Labor Research and Education, one of the Institute's community service units, has based its educational programs and services upon the expressed needs of organized labor. Often initiating or helping to develop programs on labor's frontiers, the Center is fortunate to have a staff of diverse experience in the labor movement capable of responding to the many varied requests received.

This year the Center was deeply involved in work under the Institute's Inter-governmental Personnel Act grant, especially with the development of training modules for use by educational institutions and governmental training agencies.

### Labor Education

In addition to special programs to be mentioned below, the Center was involved in its regular and traditional labor activities. It continued to offer to California unions the traditional education integral to its activities since its inception; a measure of its growth was noted at the eighth annual Leadership Training Program for Stewards and Officers of the United Public Employees Local 390. When the Center conducted the first program with Local 390 in 1968, the union had 900 members, none of whom was covered by collective bargaining agreements. Today, it has nearly 5,000 members employed by cities, special districts, school districts, and BART (Bay Area Rapid Transit District). Almost all are covered by collective bargaining agreements, with BART employees covered by a union shop agreement and five of the city employee units under agency shop agreements.

In cooperation with local labor organizations, the Center's staff developed twelve programs, including once-a-week classes of eight weeks duration, one-day workshops, and two-day conferences. These attracted 880 persons from both private and public sector organizations and covered such subjects as grievance handling, collective bargaining, union administration, contract interpretation, and labor law. (Many whose interest in labor subjects was sharpened by the short programs have gone on to enroll in the labor studies courses.)

The Center's activities included:

Four summer schools in cooperation with international unions -- three for the communications workers and one for the steelworkers. Summer schools are traditionally week-long sessions for rank-and-file members held at universities during the period when dormitories are vacant and facilities available. Two Summer 1975 sessions were conducted at U.C., Santa Cruz, one at Berkeley, and one at Irvine; total participation numbered 200. The subjects -- social and economic problems, leadership, human relations -- and the instructors are selected jointly by the international union education staff and the University staff.

Three week-long residential institutes in cooperation with the AFL-CIO Labor Studies Center in Washington for full-time union officers and staff representatives were held:

- \*The institute on collective bargaining generated such a large response that two more collective bargaining institutes were sponsored by the Labor Center for those who could not be accommodated by the AFL-CIO schools.
- \*Development of training modules under the IPA grant will enable program coordinators with limited labor knowledge to present programs for public sector employees (see pp. 9-10). Each module includes subject materials, statement of objectives, directions for instructors, and reference materials.
- \*Consultation with representatives of labor, government, and community organizations and with graduate students. Again, this year, about one-fourth of the labor coordinators' time was devoted to consultation with professionals and the offering of guidance to students on research projects or dissertations in industrial relations.

### Special Programs

1. *The Labor and Urban Studies Program*, scheduled to achieve an enrollment of 500 students in its fifth year, actually achieved an enrollment of 600 students in its fourth year. The three cooperating Bay Area community colleges now offer 29 accredited full semester courses. Twenty-four of the 33 students who received AA degrees in June 1975 were enrolled in September 1975 in a program leading to the Bachelor degree at San Francisco State University. In June 1976, 17 students were graduated with the AA degree, while a total of 38 students received the Certificate in Labor and Urban Studies. Several students have achieved leadership in their unions, and all credit their success to the Program. Written course syllabi have now been drafted for 14 subjects. After final revision, these syllabi will be made available for purchase by community colleges across the nation now developing labor studies programs as well as to the community colleges within the Center's sphere. (See Labor and Urban Studies Program, pp. 24-26 for details.)

2. *The Labor Occupational Health Program* completed its second year under the direction of Dr. Donald Whorton, and its progress in applied research and education of workers concerning occupational health and safety has met with the satisfaction of its funding agency, the Ford Foundation. The apprenticeship training program, funded by the Department of Labor, is now well under way. (See pp. 27-30.)

3. *The Workers' Exchange Program's* final reports to the Ford Foundation on the nurses who worked in English hospitals and the longshoremen who worked on Rotterdam docks were completed and accepted. Another worker exchange is planned

in England or Australia; plans for an exchange in Japan were dropped because of language and culture barriers.

4. Passage by the California Legislature of the Educational Employment Relations Act resulted in requests for programs of a basic type from those at work in education: school counselors, office and clerical employees, teachers, school psychologists, and classified employees of school districts. In response, the staff utilized basic knowledge of the National Labor Relations Act acquired during union experiences to translate the EERA's terms into language understandable to workers with no collective bargaining experience or union background. (See p. 10.)

### **Staff**

During 1975-1976, Norman Amundson served as Acting Chairman of the Center. Donald Vial, the Center's Chairman, remained on leave of absence while he continued as Director of the California Department of Industrial Relations. Amundson was assisted by Peter Guidry, Bruce Poyer, John Sloan, and Paul Chown, Coordinators of Labor Programs. Guidry is also Director of the Labor and Urban Studies Program.

## **LABOR AND URBAN STUDIES PROGRAM**

In its fourth year the Labor and Urban Studies Program progressed toward the main goal established at the time it was funded by the Ford Foundation: integration of labor studies courses into the community college system, making it possible for union members to achieve personal goals in education and leadership in the labor movement. A major mark of that goal was the awarding of the Associate in Arts degree in Labor and Urban Studies to 17 students and the Certificate to 38 at the end of the 1975-1976 academic year.

Offered jointly by the Center for Labor Research and Education and Merritt College, in a consortium relationship, the program enters its fifth--and final--year in July 1976 with the Center as a partner. By July 1977 Merritt College will assume full program responsibility, and all planning has been focused on laying the groundwork for a smooth transition.

Labor studies programs, patterned somewhat on the U.C.-Merritt program, are offered at City College of San Francisco and San Jose City College, and in fall 1976 the College of San Mateo will launch its own labor studies program. Each program offers practical courses in labor/management relations with distinctive labor orientations. Students have the opportunity to acquire skills for assuming union leadership while pursuing extended educational goals. Major attention is given to communication courses to enhance effectiveness of students as union leaders.

The fourth year attracted a high percentage of union members "returning to school." Total enrollment of continuing and first-time students was consistent with the goals originally outlined. Enrollment in labor studies programs at the three colleges totaled more than 600 students.

Substantial progress was made in directly integrating the program into the community college system. Specific indications that the program was continuing on schedule were demonstrated by progress in the awarding of degrees and certificates; stabilization of enrollment; curriculum and faculty development; credit transfers; and development of course syllabi.

### **Degree and Certificate Awards**

The Program's most significant achievement has been the awarding of degrees and certificates to graduates. The system adopted at the outset, to enroll and schedule students in a logical sequence of classes, assures us of continual student effort toward degrees. Development of a four-year labor studies program at California State University at San Francisco is expected to attract students who want to continue studies beyond the AA degree.

Of the 220 students who enrolled in the U.C.-Merritt Program at the start of the 1975-1976 academic year, about 75 were first-time students, a number which compares favorably with previous enrollments. Continuing students enrolled at the start of the fourth year represented a slight decrease in numbers. The total enrollment figure, however, was the desired number predicted in the original proposal. It is desirable each semester that between 20 and 25 students enroll in each core course, a goal established during recruitment.

The enrollment peak of 200 students was first reached in the second year. This figure has remained constant during the third and fourth years, and even though 100 students have completed program requirements, it is expected that the fall 1976 enrollment will again be about 200, mostly union members; with time more regular community college students are expected to choose labor studies courses.

### **Curriculum and Faculty Development**

The wide selection of courses designed to constitute the major was intensely reviewed in the fourth year. After a full academic year in which all courses were offered, the second year provided a basis for evaluating the suitability of each core course and the extent to which it was instrumental in achieving individual student goals. Major attention was given to feedback from current students, instructors and program graduates (as well as former students) now in union leadership positions. As a result, several courses were revamped to reflect greater concentration on recent developments in labor/management relations and the expansion of course materials related to the growth of the public sector.

Many instructors who started with the program continued to teach. With expansion to other Bay Area colleges, the number of labor studies instructors is growing, and enough Merritt program instructors have been identified and credentialed to form a "pool" of teachers for each core course. A two-day seminar for labor studies instructors was conducted by the Labor Center staff in early September, and a similar meeting is planned for late summer of 1976. Arrangements are being made to involve other labor practitioners in "instructor training sessions" to be conducted through University Extension, with the hope that competent persons will be identified to augment the current roster of instructors when programs are expanded.

### **Credit Transfers**

All courses in labor studies major have been accredited, and there is recognition of these courses for both inter-district (community college) and four-year college transfers. Articulation requirements have been minimized to the extent that all labor studies students experienced smooth transfers.

**Course Syllabi**

Work continued during the fourth year on development of a comprehensive course syllabus for each core course. With the aid of a Ford Foundation grant, work on this project was begun in May 1975 and it included review of all course materials developed over the preceding six years in both the Minority Leadership Training Program and in the labor studies programs; interviewing instructors, students, and program graduates; and long observations of each class. Syllabi are expected to be ready for use in fall 1976.

**Fifth Year Activities**

All planning has been focused on an orderly transition from the current bilateral sponsorship to the assumption by Merritt College of full program responsibility. A primary objective is to insure that the program will continue as a practical means for union members to pursue educational goals and for organized labor to meet its own educational needs. To achieve that objective, the Labor Center staff is working closely with Merritt College and the labor movement to resolve any problems which may stand in the way of employing a full-time program coordinator at Merritt.

## LABOR OCCUPATIONAL HEALTH PROGRAM

The primary objective of the Labor Occupational Health Program (LOHP) is to help bridge the gap between scientific knowledge and its application in correcting job hazards confronted by workers. This objective involves assisting employees, union representatives, and employers to initiate and implement their own health and safety programs. LOHP places emphasis on the development of educational programs and materials as well as providing technical assistance upon request. A section of the Center for Labor Research and Education, LOHP receives major financial support from the Ford Foundation.

At the conclusion of its second year of operations, the Labor Occupational Health Program could count among its achievements:

- \*Sponsorship of the first conference ever to be held in California solely for designated health and safety representatives from a variety of unions.

- \*Expansion of its services on two levels: (1) specialized health and safety education and training for groups, and (2) technical services to individual workers and unions seeking information on hazards in the work environment.

- \*Development of educational materials, particularly manuals for training programs, pamphlets, handbooks, and a film.

- \*Further development of an apprenticeship training program.

### Education and Technical Assistance

*The Asilomar Conference.* A major event in LOHP's year was a three-day educational conference for local union health and safety committee members held January 18-20, 1976, at Asilomar in Pacific Grove. The conference, organized by LOHP education coordinator Robert Fowler, attracted more than 100 persons representing industrial, building, and crafts unions as well as unions not covered by Cal/OSHA (railway workers) or only minimally protected employees such as those in the public sector.

The major portion of the conference was dedicated to six workshops, each led by an LOHP or Labor Center staff member along with a union representative. The workshops covered these subjects: formation of local union health and safety committees, collective bargaining for safety and health, employee rights and responsibilities under OSHA and Cal/OSHA, monitoring the workplace, evaluating membership health, and workers' compensation.

Other issues raised during the conference concerned organized labor's role in occupational health and safety, prospects for future legislation, and labor's participation in the setting of standards and the monitoring of the workplace. These issues

were voiced in the keynote address of Tony Mazzocchi (Legislative Director, Oil, Chemical and Atomic Workers International Union).

The LOHP staff was encouraged by conference participants to provide more intensive sessions for specific trades, and several one-day follow-up sessions are planned by LOHP for late 1976. Materials prepared especially for the Asilomar conference have been compiled into a single volume and are available upon request.

### **Educational Sessions**

At local union meetings and classes, in classes conducted by the Institute's Labor and Urban Studies Program, at gatherings of shop stewards, and at union district meetings, LOHP staff members have been offering instruction in occupational health and safety. Information has been developed on health hazards and has been presented to local union members in a variety of occupations: papermakers, steelworkers, machinists, teamsters, stationary engineers, cement workers, electricians, garment workers, railway workers, woodworkers, and chemical workers.

### **Educational Materials**

*Publications.* In its second year of publication, the 10-times-a-year newsletter, *Monitor*, has a circulation of 2,100 with copies distributed to some 1,000 unions in northern California. Among its subscribers are international and local unions, government agencies, management and professional groups, and individuals interested in the field. LOHP Director Donald Whorton occupies a regular column, "Doctor's Corner," in which he responds to workers' questions; "Clearinghouse" notes new publications, articles, and studies of interest in the field; "Recent Events" contains news items from all over the nation, and "Health Hazard Alert" details the effects of toxic substances in the workplace. Some of the lead articles during the year covered the effects of working with asbestos and workers' rights under the asbestos standard; the health hazards faced by hospital workers, grain workers, truck drivers, and those who are exposed on the job to radiation; and ways to fund local health and safety committees. (Back issues from 1974-1975 are now available in bound volumes.)

Besides publishing *Monitor*, LOHP has co-published (with Public Citizen's Health Research Group) a 200-page handbook, *Working for Your Life: A Woman's Guide to Job Health Hazards*. It was written by LOHP Coordinator Andrea Hricko, with Melanie Brunt, and was released in June 1976. The book covers facts and figures on women workers in a variety of jobs; the kinds of work hazards they encounter which can cause cancer, damage reproductive organs, or result in birth defects; the laws governing sex discrimination and occupational health; specific hazards of jobs employing large numbers of women (e.g., in offices, laundries, hospital, textile, and electronics plants); sources of information on occupational health; and ideas on how to gain safe working conditions.



Other LOHP publications have included the following pamphlets: "Preventing Occupational Cancer," and "California Negotiated Contract Clauses for Occupational Health and Safety." Also available are materials on medical screening, on occupational health sources and resources, and on occupational health in the Soviet Union. "The LOHP Guidebook," which had a printing of more than 1,000 copies, is to be revised in 1976.

*Film.* In another medium, LOHP produced a 22-minute film entitled "Working Steel," which is a presentation of the hazards and health effects associated with foundry work. The film was directed by Photographer Ken Light and a UC journalism graduate student Charles West. The film, which served as West's thesis, is available for sale or rental.

### **Apprenticeship Training**

To help alleviate the unusually high incidence of occupational injuries and disease among young workers, LOHP has developed an apprenticeship training project, supported by a federal OSHA grant and designed with the cooperation of the California Apprenticeship Council. The project has succeeded in developing a health and safety curriculum for a specific building trade (the carpet, soft tile, and linoleum setters) which will be integrated into the actual apprenticeship training program of the trade. A similar project is under way on behalf of workers in a metal trade, the moulders and coremakers. Furthermore, a workshop for instructors of apprentices for the floor covering trade has been designed to demonstrate how this trade's curriculum can be taught.

Materials developed so far for the training project include a 30-minute video tape, "Hazard Identification, A Training Film for Instructors of Apprentices," and the slide shows, "Lifting," "Hazards in the Floor Covering Industry," "Noise," "How the Body Functions and Protects Itself," and "Hand Tools." Training manuals have also been written for classes of apprentice foundry workers and floor covering workers. LOHP plans to continue emphasizing technical assistance, focusing on identification of health hazards which affect large numbers of workers.

### **Other Activities**

LOHP is engaged in a one-year study to evaluate the medical and legal aspects of work-related respiratory and cardiovascular diseases; the results of the study will be reported to the California Workers' Compensation Board. LOHP has also assisted University students with their research in the fields of law, conservation, natural resources, and health sciences. In addition, the staff has lectured on occupational health in various University departments.

**Staff and Advisors**

Dr. Donald Whorton, a board-certified specialist in both occupational medicine and internal medicine, assumed the full-time directorship of LOHP in July 1975. Associated with him are Morris Davis, J.D., M.P.H., Associate Director; Janet Bertinuson, M.S. Coordinator of the Apprenticeship Program; Andrea Hricko, M.P.H., Health Coordinator; Robert A. Fowler, Education Coordinator; Sidney Weinstein, Editor; and Gene Darling and Lydia Vrsalovic, Staff Secretaries. Miguel Lucero, M.S. in biostatistics, has been added to conduct the workers' compensation study. Ken Light has been an audiovisual consultant while Fred Decker served as a consultant for art work.

## **MANAGEMENT PROGRAMS**

During 1975-1976 the Management Programs section of the Institute joined two other sections (California Public Employee Relations and the Center for Labor Research and Education) in focusing on the public sector. John K. Hislop, Coordinator of Management Programs, served as Project Director of the grant to Improve Employer/Employee Relations in the Public Sector, an assignment resulting from the reception of funding pursuant to the Intergovernmental Personnel Act of 1970.

The IPA grant required development of modules for the training of personnel in the public sector (see pp. 9-10), the organizing of "Training of Trainers" Programs (December 17-18 in Berkeley), and the holding of two programs (one in December, the other in April) on the newly enacted Rodda Act, which affects public employees and employers in education (elementary, secondary, and community college levels) and the representation rules and regulations issued by the Educational Employment Relations Board pursuant to the legislation. These conferences, as well as three programs in May (in Napa, San Jose, and Stockton) on "costing out" of contract proposals, are described in the section on Public Employee Relations.

These activities were in addition to the continuing mix of Management Programs: conferences and programs, seminars, assistance to graduate students, and the Berkeley Campus Industrial Relations Council. These are described below.

### **Conferences and Programs**

Attention to the private sector was given in a three-day simulation in November concerned with "The Techniques of Collective Bargaining." Participants, members of management, were required to negotiate new terms for a labor contract that had reached its expiration date. Instructors were attorney John E. Cantwell (Moore, Sizoo, and Cantwell) and personnel director George E. Constantino, Jr. (McKesson Chemical Company).

Management personnel, principally in the private sector, were in attendance at a one-day program in October on "The Principles and Techniques of Effective Discipline" in which they devised proper methods to handle specific behavior problems. The program concentrated on the interrelationships between disciplinary action and claims of discrimination arising under the Equal Employment Opportunity Act and similar statutes. Instructors were Ronal G. Borgman (Black, Borgman and Associates) and labor counsel Lawrence Brown (Pacific Gas and Electric Company).

The "California Unemployment Conference," spanning two days in early June, was by invitation only for experts in business, labor, the academic community, and

government. Its purpose was to explore the reasons why California has a higher unemployment rate than the nation as a whole, by examining the quality of data bases and by defining areas where additional research is needed. Financial support for the conference was provided by the Levi Strauss Foundation (see pp. 12-13.)

### **Seminars**

The Social Science-Management Seminar, one of two continuing Management Programs groups, began its 1975-76 year in October with a discussion of "Industrial Democracy: The Swedish Way." Arranged by the Swedish Consulate in San Francisco, this one-day program for management and labor organization personnel drew a delegation from Sweden which included representatives of the Swedish Labor Federation, the Federation of Swedish Employers, and spokesmen from government.

Later seminars heard graduate student Katherine Swartz report in March on her study of the criteria used by a major San Francisco corporation in screening applicants for employment and in May heard T.K. Jones discuss his work in various aspects of personnel with the British Steel Corporation. The May meeting was held jointly with the Business Associates of the Schools of Business Administration.

Four sessions with the Philosophy of Management Seminar group were held during the year (one in January, one in March, and two in April). Background readings for these seminars were *The Great Ascent* by Robert L. Heilbroner and *All the Strange Hours* by Loren Eiseley.

### **Student Scholastic Activities**

Arrangements were made for student Katherine Swartz, working in Berkeley for her doctorate from the University of Wisconsin, to have access to personnel and related files of a large corporation in San Francisco to obtain data for her dissertation on criteria used in screening applicants for employment. A second doctoral student, Harry Benham, was given assistance in the design of his questionnaire, in contacting business organizations, and in arranging personal interviews for his survey of employer practices and the criteria used in layoffs or other reductions in personnel.

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

In October John Hislop undertook the organization of the Berkeley Campus Industrial Relations Council, a student chapter of the American Society for Personnel Administration. The constitution and bylaws of the student group were formally adopted in November. Professor F.T. Malm (Schools of Business Administration)

serves as faculty advisor; Hislop serves in an advisory capacity. The BCIRC has held eleven meetings during the year, including three organizational meetings, and has had speakers from business, government, and labor on a wide range of subjects.

Topics and speakers were: "Title VII of The Civil Rights Act of 1964 - A Corporate Perspective," Robert C. Dietrich and Marjorie Murray, Foremost-McKesson, Inc.; "The Various Aspects of Personnel Work," Professor F.T. Malm, Rod Taylor, and John K. Hislop; "The Techniques of Making a Wage and Salary Survey," Stephen Kellerman, Research Director, Federated Employers of the Bay Area; "The Occupational Safety and Health Act - What It Is and California's Role in Its Implementation," Dr. Fred Ottoboni, Special Assistant to the Governor for Occupational Safety and Health; "An Inside Look at Collective Bargaining," George E. Constantino, Jr., Director of Personnel, McKesson Chemical Company, and Henry de Diego, Secretary-Treasurer, Teamster Local 296; "Future Trends in the Personnel Field," Lou Zumsteg, Manager of Employee Relations, Schlage Lock Company; and "Personnel Data Systems and Executive Compensation," Arthur Handy, Jr., Kaiser Industries.

BCIRC has 23 members, all of whom hold student memberships in ASPA; in addition, the Northern California Industrial Relations Council, which is also affiliated with ASPA, subsidizes attendance of Berkeley student chapter members to its monthly dinner meetings and workshops, where they have an opportunity to gain first-hand exposure to current personnel issues and practices.

## THE JOURNAL

*Industrial Relations*, the Institute's journal now in its fifteenth year, publishes articles from many disciplines and from many institutions in the world. Editorial Board members are primarily from Berkeley's faculty complemented by representatives from the UCLA and Irvine campuses, from California Polytechnic State University, and from Stanford University. New additions to the Board during the academic year were Robert J. Flanagan, Graduate School of Business, Stanford University; Walter A. Fogel and Daniel J. B. Mitchell, both of the Graduate School of Management, UCLA; and Clair Vickery, Department of Economics, Berkeley.

The year 1975-1976 saw a particular increase in the number of econometric articles making use of regression analysis as well as in articles concerned with various aspects of public employee and university and college labor relations. Included in the Journal, which is published three times a year, were a symposium on public sector arbitration (October 1975) with contributions by Peter Feuille, Charles Feigenbaum, and Roger D. Beale; a "complementary collection" on human resource accounting (February 1976) introduced by George Strauss with an article by James A. Craft and Jacob G. Birnberg, and another by John Grant Rhode, Edward E. Lawler III, and Gary L. Sundem; and a lengthy, exceptionally well received article by R. A. Gordon (October 1975) on "Wages, Prices, and Unemployment, 1900-1970."

Preparation began early in the year for a February 1977 issue which will be devoted entirely to an international symposium on research in union government. It will illustrate the range of questions, methodologies, and findings in the field, with an emphasis on empirical, analytic research as opposed to speculation or pure description.

*Industrial Relations* continues to attract far more articles than it can publish, many of them of exceptional quality. During the year ending June 30, 1976, some 225 articles were submitted, of which 26 were accepted for publication. Since some articles are submitted at invitation, the rejection rate of unsolicited articles stands at about 90 per cent.

The publication's circulation continues at 2,400 subscribers, and results of an analysis of its subscription rolls showed that more than 20 per cent of its subscribers live abroad – an increase from 9 per cent seven years ago. Distribution of the remaining subscriptions is as follows: university libraries, 40 per cent; members of the academic community, 20 per cent; business and government agencies, 13 per cent; and management and labor, 6 per cent. Xerox University Microfilms in Ann Arbor, Michigan, has completed microfilming of all volumes of *Industrial Relations*.

As noted in the 1974-1975 Annual Report of the Institute, one measure of *IR*'s impact is the number of requests received for permission to reprint its articles in anthologies and the like. These requests average more than 50 annually.

Raymond E. Miles is Editor with George Strauss Associate Editor; Barbara Porter, Managing Editor; Heidi Seney, Assistant Editor; Linda Datz, Circulation Manager; and Wendy Walvick, Circulation Assistant.

Over the years the Journal has had the practice of using one or more graduate students as editorial assistants. Besides being of great value to the Institute itself, these assistants gain experience in evaluating and editing academic articles and also are exposed to the latest work in the field. Didi Otterson (Business Administration) served in this capacity during 1975-76, with Merle Weiner (Sociology) providing special assistance for the forthcoming issue on union government.

## THE LIBRARY

The Institute Library is a selective, interdisciplinary collection of materials on employee-employer relations, labor unions, management, labor force, labor market, manpower policy, wages, and related economic, social, and behavioral science topics. It is staffed by Gwendolyn Lloyd, Librarian; Clara Stern, Associate Librarian (one-fourth time); Opal Pannell, Library Assistant; and two part-time student Library Assistants, Janet Remer and Susan Clark.

The staff and allied faculty of the Institute and students in industrial relations, labor economics, and organizational behavior form the primary clientele, but the Library is used by U.C. faculty, research and administrative staffs, and students from as many as 20 departments. Students from the School of Business Administration and the Economics Department are the most frequent users, but others come from as diverse fields as Asian Studies, Criminology, Engineering, History, Law, Political Science, Psychology, Public Health, and Sociology. Users include also visiting scholars, labor and management representatives, consultants, lawyers, arbitrators, government officials, faculty and staff from other educational institutions, other librarians, and miscellaneous researchers.

The Library staff handled 1800 or more reference and information requests of varying complexity during the year. Numerous users were provided information and statistics on topics relating to unions, industrial relations, public sector employee relations, wages, employment, unemployment, labor force, etc. Many off-campus users sought data to aid in actual arbitration, court, or grievance cases, collective bargaining negotiations, etc. Inquiries for statistics by industry, occupation, or geographic area were frequent. Requests for data by race, ethnic group, or sex increased noticeably, and there were many questions relating to minority and sex discrimination. Inquiries concerned such topics as:

- Effect of foreign subsidiaries/branches of U.S. corporations on U.S. employment.
- Examples of various formulae used, and language of collective bargaining provisions for automatic cost-of living wage adjustments.
- Size of wage increases in recently negotiated agreements.
- Specific examples of reduction in bargaining demands and in wage and fringe benefits accepted by construction trades unions in Spring 1976.
- Expenditures of employers for fringe benefits.
- Experience of firms that have used 4-day, 40-hour-week schedule.
- Effect of flextime on productivity and employee morale.
- Police and firefighter pension provisions.

During the year ending June 30, 1976, 638 volumes and 1375 pamphlets and other nonbook items were added to the collection, which now includes approximately 12,100 volumes, 960 currently received serials, and 37,400 cataloged nonbook items, such as documents, publications of university and other research organizations, labor union and employer publications, bibliographies, and miscellaneous pamphlets. Approximately 60 per cent of the 201 volumes cataloged for the book collection during



the year were purchased on memorial funds, or were received as gifts, exchanges, or journal review copies. About nine-tenths of the serial titles, and most of the nonbook items were obtained as gifts or on exchange. The Campus Personnel Office continued its financial support by paying for the expensive subscription to BNA's *Collective Bargaining Negotiations and Contracts* and by forwarding their issues of three periodicals to the Library.

## FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES 1975-1976

The following is a partial list of publications (some of which do not appear in the Institute's faculty reprint series) and professional activities of faculty members and community services personnel.

### **Norman E. Amundson**

#### **Professional Activities**

Member, Board of Directors, Printing Specialties Union Retirement Center.  
Chairman, Industrial Welfare Commission Wage Board 4, Professional, Technical, Clerical, Mechanical and Similar Occupations.  
Member, Citizens Advisory Committee, East Bay Regional Parks Master Plan.

### **Reinhard Bendix**

#### **Publications**

"Science and the Purposes of Knowledge," *Social Research*, Summer 1975.

### **Janet Bertinuson**

#### **Professional Activities**

Member, American Industrial Hygiene Association.  
Member, AFT Local 189.  
Western Regional Vice President, University and College Labor Education Association.  
Presented paper, "The Workings of LOHP and How an Industrial Hygienist Fits In," Northern California Industrial Hygiene Council, Oakland, November 1975.

### **Bonnie G. Cebulski**

#### **Publications**

"Some Recent Trends in Local Government Agreements," *California Public Employee Relations*, September 1975.  
"Police and Firefighters' Strike in San Francisco: A Case Study," *CPER*, December 1975.  
"The San Francisco Craft Employees' Strike: A Fair Comparison' Pay Dispute," *CPER*, June 1976.

### Professional Activities

Panelist, "Strikes in the Public Sector," California Labor Press Association, July 1975.

Presented paper on "Strikes and the Law" to labor law class, Hastings College of the Law, January 1976.

Assisted Coro Foundation in Organization of a panel on "Alternatives to the Strike in the Public Sector," December 1975.

### Earl F. Cheit

#### Publications

"What Price Accountability?" *Change*, November 1975.

### Morris Davis

#### Professional Activities

Liaison between *Nation's Health* and the Occupational Health Section of the American Public Health Association.

Presented paper, "Worker Education As a Force for Change," at Western APHA Conference, San Francisco, June 1976.

Submitted joint proposal on medical ethics for occupational physicians for the American Occupational Medical Association Committee on Ethics, Cincinnati, April 1976.

Member, AFT Local 1474.

Member, American Public Health Association.

### David E. Feller

#### Professional Activities

Presented paper, "The Impact of External Law Upon Labor Arbitration," at Wingspread Conference sponsored by American Arbitration Association, November 14-15, 1975.

Delivered address, "The Coming End of Arbitration's Golden Age," at annual meeting of National Academy of Arbitrators, April 23, 1976; to be published as proceedings of the Academy.

Proposed major restructuring of administration and enforcement of labor laws in speech to conference of AFL-CIO lawyers, held in October 1975 in connection with AFL-CIO Convention in San Francisco.

Delivered addresses on Collective Bargaining in Universities and Colleges to the College and University Personnel Association in August and to a librarians' organization, the Association of College and Research Libraries, in June.

**Robert A. Fowler**

**Professional Activities**

Member, Society for Occupational and Environmental Health, and of IAM Local Lodge 1781.

Consultant, Scientists' Institute for Public Information.

Prepared position paper in conjunction with Drs. J. Dahlgren and R. Merliss on Cal/OSHA for Mario Obledo, Director, Health and Welfare Agency, State of California.

Testified in Los Angeles on Cal/OSHA before the Assembly Select Committee on Industrial Safety.

Presented LOHP's Apprenticeship Program to the Executive Council of the International Molders and Allied Trades Union, Cincinnati, June 1976.

Member, AFT Local 1474.

**John Freeman**

**Publications**

"Specification of Models for Organizational Effectiveness" (with M. Hannan and J. Meyer), *American Sociological Review*, February 1976.

"Some Sources of Interviewer Variance in Survey Interviewing" (with E. Butler, *Public Opinion Quarterly*, Spring 1976.

**Joseph W. Garbarino**

**Publications**

"Faculty Union Activity in Higher Education-1975," *Industrial Relations*, February 1976.

"State Patterns of Faculty Bargaining," *Industrial Relations*, May 1976.

Report to Carnegie Council on Policy Studies in Higher Education: *Current Issues in Faculty Bargaining*.

**Professional Activities**

Member, National Academy of Education, Task Force on Unionization in Education.

**R. A. Gordon**

**Publications**

"Rigor and Relevance in a Changing Institutional Setting," *American Economic Review*, March 1976.

"Wages, Prices, and Unemployment, 1900-1970," *Industrial Relations*, October 1975.

#### **Professional Activities**

President of the American Economic Association in 1975 and member of the Association's Executive Committee in 1976.

Member of the Brookings Senior Panel on Economic Activity.

Consultant to Committee on Economic Development's Subcommittee on Unemployment of the Young, Old, Disadvantaged, and Displaced.

Participated in the Bicentenary of *The Wealth of Nations* in Glasgow, Scotland, in April 1976.

Participated in a National Conference on economic education, New Orleans, February 1976.

#### **Peter Guidry**

##### **Professional Activities**

Member of the Community Advisory Committee – Local 1100, Department Store Employees.

Member of the Advisory Committees to the Labor Studies Programs of San Jose City College, San Francisco City College, California State University at San Francisco, and California State College at Dominguez Hills.

Member of the National Advisory Committee to Community Dispute Services of the American Arbitration Association. Also member of the Bay Area Advisory Committee and Permanent Neutral for dispute resolution, Bay Area CDS.

Member, Bay Area Urban League At-Large Committee.

Panel Judge, California State Federation of Labor Scholarship Awards, and Amalgamated Clothing Workers Scholarship Awards.

Judge, Scholarship Award, Local 1245, IBEW.

#### **John K. Hislop**

##### **Professional Activities**

Member, Northern California Industrial Relations Council; also, Chairperson, College Chapter Relations Committee and Member, Board of Directors.

Member, American Society for Personnel Administration.

Member, Committee on Legislation, Northern California Chapter of the Risk and Insurance Management Society.

Member, Industrial Relations Research Association.

Served as Alternate Chairman of the 1976 Wage Board for Order No. 4, Professional, Clerical, Mechanical and Similar Occupations, State Division of Labor Standards Enforcement, Industrial Welfare Commission.

42.

Testified before the Assembly Committee on Finance, Insurance and Commerce at an interim hearing on alternative approaches to meeting the costs of health care in California.

**Andrea M. Hricko**

**Publications**

"Today's Job Hazard Versus Tomorrow's Baby: Rules Needed to Protect Potential Mothers as Well as Fathers." *Los Angeles Times*, May 28, 1976.

*Working for Your Life: A Woman's Guide to Job Health Hazards*, joint publication of Labor Occupational Health Program and Public Citizens' Health Research Group, June 1976.

**Professional Activities**

Member, National Advisory Committee on Flammable Fabrics to the Consumer Product Safety Commission.

Member, Occupational Health Task Force, Coalition of Labor Union Women.

Member, Fourth District (Bay Area) Medical Quality Review Committee, Board of Medical Quality Assurance, appointed by Governor Brown, June 1976.

Editorial Board Member, *Women and Health*.

Presented papers on "Reproductive Hazards of Work" and "Occupational Health in the Soviet Union" at Annual Convention of the American Public Health Association, Chicago, November 1975.

Testified before the California Senate Health and Welfare Committee on "Occupational Cancer Hazards," October 1975, and before the State Assembly Labor Relations Committee, December 1975, on "Occupational Health Problems of Working Women."

Presented paper, "Societal Responsibilities," at National Conference on Women and the Workplace, Washington, D.C., June 1976.

Leader of workshop on women, Annual Convention, Chicago Area Committee on Occupational Safety and Health, April 1976.

Member, AFT Local 189.

**Roger Lamm**

**Professional Activities**

Advisor and faculty participant in the development of a new MBA program at St. Mary's College, Moraga.

Participant, Manpower Planners Study Group, San Francisco.

**Gwendolyn Lloyd**

**Publications**

Co-Compiler. *Thesaurus of Descriptors for Public Sector Labor Relations*.

(Ithaca: New York State School of Industrial and Labor Relations, Cornell University, 1976).

#### **Professional Activities**

Member of compiler team for two thesauri: *Thesaurus of Descriptors for Public Sector Labor Relations* (1976); and a larger general *Industrial and Labor Relations Thesaurus* (in progress).

Selected and indexed U.C. Berkeley titles for inclusion in *Industrial Relations Theses and Dissertations, 1974*. (Madison: Industrial Relations Research Institute, University of Wisconsin, 1976).

Participated in Annual Conference of Committee of University Industrial Relations Librarians, May 6-7, 1976, Princeton, New Jersey.

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

Member, American Library Association.

#### **Raymond E. Miles**

##### **Publications**

"Compensation, Organizational Structure and Control: Toward a Balance," *Proceedings of the Twenty-Eighth Annual Meeting, Industrial Relations Research Association*, 1975.

##### **Professional Activities**

Presented discussion paper, "Integrating Policy and Organization Behavior," Academy of Management Meetings, New Orleans, August 1975.

Presented paper, "Humanizing Communication: Process and Substance," as part of the symposium on "Humanizing Communication in Organizational Behavior," Divisions 13 and 14, American Psychological Association, 83rd Annual Convention, Chicago, August 1975.

Presented paper (with Douglas C. Darran and Charles C. Snow), "Organizational Adjustment to the Environment: A Review," Annual Meeting, American Institute for Decision Sciences, November 1975.

#### **Jeffrey Pfeffer**

##### **Publications**

"Review of Foundations of Behavioral Science Research in Organizations by Sheldon Zedeck and Milton R. Blood," *Contemporary Psychology: A Journal of Reviews*, 20, 1975.

"Beyond Management and the Worker: The Institutional Function of Management," *Academy of Management Review*, April 1976.

"The Effect of Uncertainty on the Use of Social Influence in Organizational Decision Making" (with G. R. Salancik and H. Leblebici), *Administrative Science Quarterly*, June 1976.

#### **Professional Activities**

Presented paper, "The Ambiguity of Leadership," at conference on "Leadership: Where Do We Go from Here?" Center for Creative Leadership, Greensboro, North Carolina, June 30 - July 1, 1975.  
Member of Council, American Sociological Association, Section on Organizations and Occupations, 1975-1977.  
Consulting Editor, *American Journal of Sociology*.  
Member, Editorial Boards, *Administrative Science Quarterly*, *Academy of Management Journal*, and *Industrial Relations*.  
Advisory Editor, *Sociological Quarterly*.

#### **Bruce Poyer**

##### **Professional Activities**

Program Chairman, Industrial Relations Research Association, Bay Area Chapter.  
Member, Bay Area Committee on Occupational Safety and Health.  
Member, AFT Local 1474.

#### **Michael Reich**

##### **Publications**

*Labor Market Segmentation* (Boston: D. C. Heath, 1975), with Richard C. Edwards and David M. Gordon.  
"The Economics of Racism," in D. Mermelstein, ed., *Economics*, 1976.

##### **Professional Activities**

"Military Spending, Business-State Relations, and U.S. Capitalism," Paper presented at the American Economic Association meetings, December 1975.

#### **Karlene H. Roberts**

##### **Publications**

"Organizational Communication" (with L. W. Porter), in M. D. Dunnette, ed., *Handbook of Industrial and Organizational Psychology* (Chicago: Rand McNally, 1976).



"Individual Differences in Personality, Position in the Organization, and Job Satisfaction" (with C. A. O'Reilly), *Organizational Behavior and Human Performance*, 14, 1975.

"Credibility and Communication in Work Units" (with C. A. O'Reilly), *Journal of Applied Psychology*, 61, 1976.

#### Professional Activities

Editorial Boards: *Academy of Management Journal*, *Journal of Applied Psychology*, and *Journal of Vocational Behavior*.

Member, Workshop Committee, Division 14, American Psychological Association.

#### B. V. H. Schneider

##### Professional Activities

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

Editorial Board, Society of Professionals in Dispute Resolution.

Coordinated a panel on interest arbitration at the SPDR national conference, Los Angeles; October 1975.

Panelist at a meeting on collective bargaining in the public sector sponsored by the State Personnel Board and American Society of Personnel Administrators, November 1975.

Assisted Coro Foundation in organization of a panel on "Alternatives to the Strike in the Public Sector," December 1975.

Member, Industrial Relations Research Association.

Reviewed papers submitted for 1975 IRRA meetings.

Member, Board of Editors, *Industrial Relations*.

#### George Strauss

##### Publications

"Organization Development," in Robert Dubin, ed., *Handbook of Work, Organization and Society* (New York: Rand McNally and Co., 1976).  
*Improving the Quality of Work Life: Managerial Practices*, Monograph, U.S. Department of Labor.

"OB of the Present and the Future" (with David Bradford), *Teaching of Organizational Behavior*, December 1975.

##### Professional Activities

Paper on present state of industrial relations research in the United States, Conference on an International Comparison of Industrial Relations Research, Harvard University, September 1975.

Chairman and speaker for symposium, "Field Experiments in Organizations," Academy of Management, New Orleans, August 1975.

Chairman and Organizer, session on "Behavioral Approaches to Compensation," Industrial Relations Research Association, Dallas, December 1975.

Speaker, "Management Training: Where Is It Going?" meeting of University Extension Specialists, Michigan State University, East Lansing, September 1975.

Member, Executive Board, Industrial Relations Research Association.

## **Marla Taylor**

### **Publications**

"Cost-of-Living Escalators in the California Public Sector," *California Public Employee Relations*, June 1976.

### **Professional Activities**

Presented paper on Bargained Cost-of-Living Escalator Clauses to South West Employers Council, June 1976.

## **Lloyd Ulman**

### **Publications**

"Runaway Unionism: The British Coal Strike, the Social Contract, and the Economics of Militancy," *The Round Table*, April 1976.

### **Professional Activities**

Presented paper, "Manpower Policies and Demand Management," for symposium on *Manpower Goals for American Democracy*, sponsored by National Commission for Manpower Policy and the American Assembly, May 1976.

Prepared paper, "Approaches to Consensus Building and Integrated Social Policy," to be published in a festschrift volume in honor of Pieter de Wolff.

Conducted Bay Area Labor Studies Seminar.

Organized conference on Unemployment in California, June 2-3, 1976 in San Francisco.

## **Clair Vickery**

### **Professional Activities**

Served on the Labor Subcommittee of the California Democratic Platform Committee.

Presented talk, "How Unemployment Insurance Works Throughout an Economic Cycle," at Conference on Income Support, Insurance, and

Guaranteed Jobs, sponsored by San Francisco State University, the Departments of Labor, and Health, Education and Welfare, San Mateo, February 1976.

Panel discussant on welfare programs, Western Economic Association Annual Meeting, San Francisco, June 1976.

Presented seminar, "The Time-Poor: A New Look at Poverty," at the Bay Area Labor Studies Seminar, February 24, 1976.

## **Donald Whorton**

### **Publications**

"A Preventable Death from an Electrical Hand Tool Malfunction" (with Marshall Levine and Edward Radford), *Journal of Occupational Medicine* 17: 589-591, September 1975.

### **Professional Activities**

Member, American Public Health Association.

Chairperson-elect, Occupational Health and Safety Section, APHA.

Member, Society of Occupational and Environmental Health.

Section Representative for 1975 Annual Convention of APHA's Program Committee.

Member of Project Committee of APHA Chart Book, *Health and Work in America*, 1975.

Presented paper, "Occupational Health in a Developing Country -- Cuba," Annual Meeting of the American Public Health Association, Chicago, November 1975.

Presented paper, "Worker Initiated Epidemiological Studies," at Annual Meeting of the American Occupational Medical Association, Cincinnati, April 1976 (paper jointly written with David Wegman, M.D., Harvard University).

Submitted a joint proposal on medical ethics for occupational physicians for the American Occupational Medical Association Committee on Ethics, Cincinnati, April 1976.

Presented paper, "How to Attribute Cause in Impaired Individuals," at Annual Meeting of the California Medical Association, San Francisco, February 1976.

Presented paper, "Techniques for Worker Education About Occupational Cancer," to the National Research Council of the National Science and Engineering Foundation, Washington, D.C., May 1976.

## **Harold L. Wilensky**

### **Publications**

*The Welfare State and Equality: the Structural and Ideological Roots of Public Expenditures* (Berkeley: University of California Press, 1975).

"The Welfare Mess," *Society*, May/June 1976.

### Professional Activities

- Joined Social Policy Group of Council of European Studies, 1975. Hosted conference in Berkeley on "Frontiers of Social Policy in Europe and America," September 1975.
- Lectured at Yale University, January 1976.
- Presented seminar, "The Mobilization of Discontent in Western Europe," and consulted at United States State Department, January 1976.
- Participated in Oxfordshire, England, working group on "Crisis and Choice in Welfare Policy," jointly sponsored by the Council of European Studies and the Committee on Political Sociology (IPSA/ISA), Oxfordshire, January 1976.
- Presented seminar, "CENTRALIZATION, THE 'NEW CORPORATISM,' AND WELFARE STATE: or How Some Rich Countries Tax, Spend, and Keep Cool," at Bay Area Labor Studies Seminar, December 1975.

### Michael Wiseman

#### Publications

- "On Giving a Job: The Implementation and Allocation of Public Service Employment," U.S. Congress, Joint Economic Committee, August 1975.

#### Professional Activities

- Presented paper, "Change and Turnover in a Welfare Population," December 1975 meetings, American Economic Association.
- Member, Brookings Institution Panel on Economic Activity.
- Testified before subcommittee of the House Budget Committee on the Budget on Public Employment Strategy, September 1975.
- Presented paper, "Public Employment as Fiscal Policy," at April 1976 meeting of Brookings Institution Panel on Economic Activity.
- Presented seminar (with Frank Levy), "Escaping the Poverty Trap," at Bay Area Labor Studies Seminar, April 1976.

### Sheldon Zedeck

#### Publications

- "The Relationship Between Organizational Preference and Opportunity for Goal Fulfillment," *Journal Supplement Abstract Service Catalog of Selected Documents*, 5, 1975 (with T. Oleno).
- Behavioral Expectations: Development of Parallel Forms and Analysis of Scale Assumptions," *Journal of Applied Psychology*, 61, 1976 (with R. Jacobs and D. Kafry).
- "Job Needs and Satisfaction: A Comparison of High-Risk and Low-Risk Occupations," *Journal Supplement Abstract Service Catalog of Selected Documents*, 6, 1976 (with V. Yates).

**Professional Activities**

Member, Editorial Boards of *Industrial Relations* and *Journal of Applied Psychology*.

Consulting Editor, *Organizational Behavior and Human Performance*.

Member, 1976 Workshop Committee, Industrial/Organizational Psychology Division, American Psychological Association.

Member, California Fair Employment Practices Commission Technical Advisory Committee on Testing.

## INSTITUTE PUBLICATIONS 1975-76

Through its comprehensive publications program the Institute seeks to disseminate the research by its staff members to the academic community and the general public. Publications include two journals, two newsletters, 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 upon request.

Inquiries regarding the Institute's publications program come from students, faculty, libraries, unions, business firms, and interested individuals throughout the world. In addition, the publications are used as required reading in a number of courses taught in colleges around the country and in various courses and seminars sponsored by the Institute. During the year an informational mailing was sent to over 15,000 individuals and organizations in order to acquaint them with the Institute's publications program. The response proved overwhelming, and, in addition to filling hundreds of requests for publications, the Institute is forming a permanent informational mailing list, composed of the respondents to the mailing.

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

The publications program is staffed by Hazel Grove, circulation manager, CPER Project; Linda Datz, circulation manager, *Industrial Relations* and Faculty Reprint Series; and Wendy Walvick and Tim Wan, circulation assistants.

### 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: one year, \$8.00; three years, \$20.00; single copies, \$3.00.

#### *California Public Employee Relations*

A community services project providing in-depth and comprehensive analyses of recent developments in California public employer-employee relations. Each issue contains articles on currently important aspects of public employee relations, an open forum of views from

readers, a summary of recent developments in the state, a log of neutrals' arbitration and factfinding decisions, an out-of-state news section, and reprints of pertinent laws, policies, and agreements.

Published four times yearly. Subscription rates: one year, \$15; single copy, \$4.

### *CPER Bulletin*

A news service available only to subscribers to *California Public Employee Relations*. Designed to supplement the comprehensive quarterly publication, the *Bulletin* provides frequent updates of news in the state plus broader coverage of issues and jurisdictions.

Subscription rates: one year, \$15 (calendar year basis only).

### *Monitor*

A monthly newsletter on occupational health and safety addressed to a labor audience.

Subscription rates: one year, \$3 (individuals), \$10 (organizations).

## II. Faculty Reprint Series 1975-76

- 397 "Science and the Purposes of Knowledge," by Reinhard Bendix. Reprinted from *Social Research* (1975).
- 398 "Rigor and Relevance in a Changing Institutional Setting," by R. A. Gordon. Reprinted from *American Economic Review* (1976).
- 399 "Organization Development," by George Strauss. Reprinted from *Handbook of Work, Organization and Society* (1976).
- 400 "Prison Guard Labor Relations in Ohio," by Paul D. Staudohar. Reprinted from *Industrial Relations* (1976).
- 401 "Compensation, Organizational Structure, and Control: Toward a Balance," by Raymond E. Miles. Reprinted from *Proceedings of the Twenty-Eighth Annual Winter Meeting of the Industrial Relations Research Association* (1976).
- 402 "Adolescence in Organization Growth: Problems, Pains, Possibilities," by George Strauss. Reprinted from *Organizational Dynamics* (1974).
- 403 "Runaway Unionism," by Lloyd Ulman. Reprinted from *The Round Table* (1976).

### III. Miscellaneous Publications

*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-Milius-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.

### IV. IPA Training Modules

*The Relevant Legal Frameworks for California Public Sector Collective Bargaining*, \$15.00.

*The Duty to Bargain and 'Good Faith' Bargaining*, \$15.00.

*A Method to 'Cost Out' Contract Proposals*, \$15.00.

*Cal-City – A California City Collective Bargaining Simulations*, \$15.00.

*Productivity and Productivity Bargaining: Concepts and Problems in the Public Sector*, \$15.00.



## STUDENT ACTIVITY

In 1975-76, the Institute employed 25 graduate students as Research Assistants. Most of these students assisted individual faculty members, and their work has been noted elsewhere in this Report. Some worked on Institute group projects, such as the Center for Labor Research and Education and the California Public Employee Relations project. The students were enrolled in the following departments: Business Administration, 8; Economics, 8; History, 3; Law, 2; Psychology, 1; Sociology, 3. Two more students worked on doctoral dissertation grants administered by the Institute, and an additional 6 graduate students were provided with office space and other Institute facilities for the year.

Numerous other graduate and undergraduate students have made use of the Institute Library in their research and/or have been aided by members of the Institute staff. In addition, the Institute, through its various units, has assisted a number of graduate students in making research contacts in the labor and management community.

### Doctoral Dissertations Completed

The following is a list of Ph.D. doctoral dissertations completed during 1975-76 by students connected with the Institute.

**Charles A. O'Reilly III** (Business Administration), "The Intentional Distortion of Information in Organizational Communications: A Laboratory and Field Approach," June 1976 (Karlene Roberts, Chairman)

**Gene E. Bretton** (Business Administration), "The Occupational Venture-someness Index: Preliminary Development of a Job-Related Measure of Psychological Orientation Toward Environmental Uncertainty in Complex and Dynamic Organizations," June 1976 (Karlene Roberts, Chairman)

**Donald H. Dalton, Jr.** (Economics), "The Age of the Constant Work Week: Hours of Work in the United States Since World War II," December 1975 (Lloyd Ulman, Chairman)

**Lawrence M. Kahn**, "Unions and Labor Market Segmentation," December 1975 (Lloyd Ulman, Chairman)

**Samuel Rosenberg**, "The Dual Labor Market: Its Existence and Consequences," December 1975 (Lloyd Ulman, Chairman)

**Robert D. Plotnick**, "An Economic Analysis of Recent Changes in Poverty in the United States," June 1976 (Michael L. Wiseman, Chairman)

**Graduate Students**

The following is a list of graduate students who were on the Institute's staff during 1975-76.

<b>Name</b>	<b>Department</b>	<b>Name</b>	<b>Department</b>
Philip K. Armour	Sociology	Harry Katz	Economics
Harry Benham	Economics	Anthony Leong	Business Admin.
Theodore Bogacz	History	Anne Lipke	History
Robert Boggs	Sociology	Carolyn Lum	Sociology
Daniel Boothby	Economics	Alan Meyer	Business Admin.
David J. Bowen	Business Admin.	William Moore	Business Admin.
George Cluff	Economics	Thomas O'Grady	Economics
Henry Coleman	Business Admin.	Didi Otterson	Business Admin.
Alice Collins	Law	Nola Reinhardt	Economics
Don Critchlow	History	Cynthia Rence	Economics
Eileen Davis	Business Admin.	Howard Rosenberg	Business Admin.
Paul Farnham	Economics	Kenneth Scott	Business Admin.
Lawrence Fogli	Business Admin.	Randy Summers	Economics
Kathleen Gerson	Sociology	Katherine Swartz	Economics
Jane Grant	Sociology	Bruce Vermeulen	Economics
James Hodder	Economics	Karl Walsh	Economics
Rickie Jacobs	Psychology		
Kristin Jensen	Law		

## **VISITORS**

The following is a partial list of visitors to the Institute during 1975-76:

### **Visiting Scholars (in residence for the year)**

**Battistina Costantino**  
University of Torino  
Torino, Italy

**Dr. Berndt Keller**  
Department of Sociology  
Essen University  
Essen, Germany

**Dr. Gerda G. Fillenbaum**  
Center for the Study of Aging and  
Human Development  
Duke University Medical Center  
Durham, North Carolina

**Christopher J. Whelan**  
London School of Economics  
London

**Gerdy Grimmritz**  
University of Aarhus  
Aarhus, Denmark

### **Other Visitors**

**Max Bachring**  
Secretary  
Danish Federation of Trade Unions (LO)  
Copenhagen

**Bert Concklin**  
Deputy Assistant Secretary of Labor  
Washington, D.C.

**George E. Bowles**  
Judge of the Third Judicial Court  
Detroit

**Professor Messias Pereira Donato**  
Dean, Federal University of Minas  
Gerais Law School  
Brazil

**Tom Brown**  
National Commission on Workers'  
Compensation  
Washington, D.C.

**Other Visitors cont'd**

**Carlos Fidel Echiverria**  
General Secretary  
Confederation of Workers Unions  
of Guatemala  
Guatemala

**Masahiro Kuwabara**  
Professor of Labor Law and  
Social Security Law  
Ryukoku University  
Kyoto, Japan

**Sture Eskilsson**  
Executive Director  
Information Division  
Swedish Employers Confederation  
Stockholm

**Torben Lauritzen, Hanne Jaul-Olsen,  
Birgit Balslev, Anne-Marie Nodgaard,  
Niels Jørgensen**  
"The Traveling Folk High School"  
Denmark

**Olivier Fouquet**  
Economic Advisor to the President  
of the Republic  
Paris

**Dominique Leger**  
Ministere des Finances  
Paris

**Jim Gill**  
Executive Secretary  
Labour Council of Metropolitan  
Toronto  
Toronto, Canada

**Katsuhiko Matsuishi**  
Associate Professor of Economics  
Hitotsubashi University  
Tokyo

**Bjørn Tore Godal**  
Secretary for Research  
National Labor Party  
Norway

**Anthony Mazzocchi**  
Director, Legislative Department  
Oil, Chemical and Atomic Workers  
International Union  
Washington, D.C.

**Yohzoh Hashizume**  
Professor of Law  
University of Chukyo  
Nagoya, Japan

**Dr. Wilhelm Nölling**  
Senator  
Hamburg, Germany

**K. C. Jones**  
British Steel Corporation Ltd.  
London

**Bendt Paulsen and  
Satine Gensidt**  
Free University of Berlin

**Other Visitors cont'd**

**Jean-Daniel Reynaud**  
Professor of Sociology  
Conservatoire National des Arts  
et Métiers  
Paris

**Mrs. Sissel Ronbeck**  
President of Labor Youth  
Norway

**Paolo Sartori**  
Italian Farm Workers Union  
Rome

**Gil Shaal**  
Counselor, Labor Affairs  
Embassy of Israel  
Washington, D. C.

**Douglas G. Talintyre**  
Counsellor (Labour)  
British Embassy  
Washington, D.C.

**Dr. K. O. Zee**  
Industrial Health Unit  
Singapore

**Anders Zellman**  
Volvo  
Sweden

## THE ADMINISTRATIVE AND CLERICAL STAFF

The Institute's administrative and clerical staff shares with its professional staff, faculty, and students a keen interest in the Institute's activities and the problems with which those activities are concerned. The staff continued to meet at regular intervals during the year to discuss ways of improving the Institute's work climate. One of the staff's major accomplishments during the year was to persuade the University to paint the exterior and most of the interior of the Institute's building. The publication, *Inside the Institute*, also continues to be produced by the staff.

The following is a list of the administrative and clerical staff members in 1975-1976.

**Susan F. Clark**

Library assistant

**L. Denise Curtis**

Staff assistant for *California Public Employee Relations*

**Eugene S. Darling**

Secretary for the Labor Occupational Health Program

**Linda P. Datz**

Circulation manager for *Industrial Relations* and for the Faculty Reprint Series

**Ethel L. Davis**

Technical assistant for *California Public Employee Relations* and assistant bookkeeper for the Institute

**Margaret V. Espeleta**

Secretary for the Labor and Urban Studies Program

**Hazel M. Grove**

Assistant librarian for the IPA program and circulation manager for *California Public Employee Relations*

**Leslie S. Jaeger**

Secretary to the IPA grant

**Joan J. Lewis**

Senior administrative assistant for the Institute

**Judith A. Loney**

Secretary for Management Programs

**Administrative and Clerical Staff cont'd.****Janet Nexon**

Secretary for the Labor Center

**Madelyn O'Brien**

Receptionist in main office and manuscript typist

**Opal K. Pannell**

Library assistant

**Barbara E. Porter**Managing editor of *Industrial Relations***Janet S. Remer**

Library assistant

**Lydia I. Vrsalovic**

Secretary for the Labor Occupational Health Project

**Wendy A. Walvick**Circulation assistant for *Industrial Relations* and main office secretary**Tim W. Wan**

Circulation assistant for IPA program

**Carolyn J. Williams**

Administrative assistant for Community Services

**THE PROFESSIONAL STAFF  
1975-1976**

<b>Norman E. Amundson</b>	Coordinator of Labor Programs (Acting Chairman, Center for Labor Research and Education)
<b>Janet R. Bertinuson</b>	Coordinator, Labor Occupational Health Program
<b>Bonnie G. Cebulski</b>	Associate Director, California Public Employee Relations Project
<b>Paul Chown</b>	Coordinator of Labor Programs
<b>Morris E. Davis</b>	Coordinator, Labor Occupational Health Program
<b>Robert A. Fowler</b>	Coordinator, Labor Occupational Health Program
<b>Hazel M. Grove</b>	Assistant Librarian, California Public Employee Relations Project
<b>Peter Guidry</b>	Coordinator of Labor Programs and Director, Labor and Urban Studies Program
<b>John K. Hislop</b>	Coordinator of Management Programs
<b>Andrea M. Hricko</b>	Coordinator, Labor Occupational Health Program
<b>Roger Lamm</b>	Coordinator of Public Programs
<b>D. Gwendolyn Lloyd</b>	Librarian
<b>Raymond E. Miles</b>	Associate Director
<b>Robert O'Sullivan</b>	Associate, California Public Employee Relations Project
<b>J. Bruce Poyer</b>	Coordinator of Labor Programs
<b>Betty V. H. Schneider</b>	Director, California Public Employee Relations Project
<b>Heidi Seney</b>	Associate, Publications Program
<b>John Sloan</b>	Coordinator of Labor Programs



**Professional Staff cont'd**

<b>Clara S. Stern</b>	<b>Associate Librarian, California Public Employee Relations Project</b>
<b>George Strauss</b>	<b>Associate Director</b>
<b>Marla Taylor</b>	<b>Associate, California Public Employee Relations Project</b>
<b>Lloyd Ulman</b>	<b>Director</b>
<b>Don Vial</b>	<b>Chairman, Center for Labor Research and Education (on leave since March 1975)</b>
<b>Sidney Weinstein</b>	<b>Editor, Labor Occupational Health Program</b>
<b>Donald Whorton</b>	<b>Director, Labor Occupational Health Program</b>