



The
Institute of Industrial Relations
University of California
Berkeley



A Report on:
Research
Training
Community Activities
1974/1975

R E P O R T O N

R E S E A R C H ● T R A I N I N G

and

C O M M U N I T Y A C T I V I T I E S

1974-1975

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INSTITUTE OF INDUSTRIAL RELATIONS

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1974-1975

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INTRODUCTION

In accordance with its legislative mandate and within the limits of currently available resources, the Institute of Industrial Relations encourages research and conducts community services programs in the broad domain of employment and industrial relations. Furthermore, as the format of this Report suggests, the Institute has sought to encourage the coordination of research efforts in different basic disciplines and to integrate its programs of research support, graduate student training, and community information and education.

Pursuit of these objectives has meant that the Institute's projects and programs have always undergone adjustment to changing research interests and community needs. In the 1940's and 1950's, the Institute focused on collective bargaining and industrial peace in the private sector. In the 1960's, problems of unemployment claimed a greater share of the Institute's attention. With the coming of the 1970's our emphasis switched to questions relating to public sector labor relations and affirmative action, although important work has continued in the other areas. An example of our activities in the area of affirmative action has been our pioneering Labor and Urban Studies Program. In addition, the almost worldwide concern with the quality of working life has been reflected in faculty research sponsored by the Institute and by two recent community service activities – the Labor Occupational Health Program and the Workers Exchange Project. In addition, mounting problems of employee relations in the public sector have generated increased faculty research and major community service activities, the latter including a new periodical, *California Public Employee Relations*. It is expected that community services in this area will, with the availability of outside resources, undergo further major expansion in 1975-76. Finally, the nature of the acute economic problems which began the late 1960's, have been reflected in new faculty research on inflation and unemployment.

This Report indicates that virtually all major areas of research interest in the employment and industrial relations field are represented by the work of faculty members of the Institute. Specific areas include: manpower policy and public service employment; inflation and unemployment; labor market segmentation; affirmative action and public protection policies; welfare and income maintenance policies; organizational behavior and industrial relations; quality of work life; occupational testing; and higher education, including faculty collective bargaining and the development of professional organizations. The faculty members are self-selected and come to the Institute from the following academic departments: Business Administration, Economics, History, Law, Political Science, Psychology, and Sociology.

The Institute continues to support faculty research, directly and indirectly, in a variety of ways – through availability of financial support and office facilities to graduate research assistants, through the Institute's Library and the specialized expertise of its small staff, through manuscript typing and other secretarial facilities, through provision of office space to faculty members, through the faculty reprint series, and through a modest program of summer research support. Although the latter has unfortunately had to be curtailed in recent years, a program of summer research available to a relatively large number of faculty members was maintained in preference to the release of teaching time, which could affect only a small number of faculty. Moreover, it was decided to provide equal blocks of summer time for all faculty recipients; this has secured the availability of resources for younger and newer faculty members.

Of the various forms of research assistance which the Institute has sought to provide, we have regarded the Research Assistantship program as the most valuable. This is so not simply because of the benefits which it confers upon the faculty but also, of course, because of the training, interdisciplinary associations, and community contacts which it provides for the students. In this Report, we point with pride to subsequent accomplishments of some of our alumni, in the hope that others may be encouraged to inform us and their old friends of their present whereabouts.

The Institute also attempts to encourage the research interests of its faculty members in two additional ways. First, it has done so through the preparation, formation, and followup of research proposals requiring external financing and through subsequent administration of research grants.

In the second place, the Institute encourages the development of interdisciplinary research by faculty members from different departments and disciplines. One way in which it has provided interdisciplinary impetus has been through its journal, *Industrial Relations*, which although edited by a very small staff, has become the most eclectic publication in the field. Interdisciplinary approaches have also been encouraged through the medium of Institute seminars. An informal faculty seminar during the summer of 1972 resulted in an interdisciplinary research project on quality of work life (part of which was also published as an article in *Industrial Relations*). In the academic year 1974-75, the Bay Area Labor Studies Seminar was begun. It is designed to serve as a forum for discussion of current and recently completed research by the faculty in various departments and disciplines — and also for faculty from other campuses in the Bay Area. Thus far, this seminar seems to have been very well received.

Our attempts to integrate programs and research, graduate student training, and community information and education have been especially reflected in the application of research to policy and practice. In recent years, the work of R. A. Gordon and Lloyd Ulman (Economics) on structural unemployment and welfare training, and of Frank Levy, Michael Wiseman and Clair Vickery (Economics) on the welfare population are cases in point. Another example is the work by Jan Vetter (Law) on affirmative action programs in colleges and universities. Finally, the separate work by George Strauss and Raymond Miles (Business Administration) on organizational behavior and its impact on the quality of work is in part intended to be of immediate value to such practitioners as management personnel and union leaders. We are also gratified that in some cases (as discussed in this Report) graduate students were able to gain access to sources of data for their dissertations and even interesting careers in the community through the Institute.

Finally, we have tried to inject findings and methods of academic research into our community programs. Experience to date suggests that we can be successful in this approach if three conditions are satisfied. The first condition is that our staff design programs which are specifically adapted to the incorporation of research findings in curricula, pedagogical techniques, etc. The second condition is that the participation of faculty with scholarly interest in the development area be secured; we are happy to acknowledge that our faculty has invariably been most generous with its time — and it should be added that the appearance and participation of scholarly authorities has been appreciated by our trade

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union and management students. The third condition is that, wherever feasible, the programs be so designed that they can, completely or in part, be handed off to administering agencies outside the Institute and the University to be run on a continuing basis after the initial stages of innovation and experimentation have been completed. Satisfaction of this last condition frees our staff resources to devise new projects in new fields which, as noted at the outset, is necessarily our way of life.

The major new departures in the Institute's community services programs in the recent past have involved this integrative approach. Thus, the Labor and Urban Studies Program, which became operational in 1972, has "borrowed" Institute faculty members for contributions to various courses in its novel curriculum. For example, a class of minority trade unionists, largely at or below the shop steward level, was able to hone its bargaining techniques in simulated arbitration sessions presided over by an outstanding authority on labor law from Boalt Hall. It should be added that, in order to meet the gratifyingly large community demand for our Labor and Urban Studies courses — and also to make it possible for the students to gain formal academic accreditation — the Institute entered into a consortium with a cooperating community college. Additional consortia are now being arranged; moreover, we have been working with San Francisco State University to develop upper division work which will build on curriculum. Increasingly, our own staff's resources are being concentrated on teaching in professionally specialized courses, on writing course curricula, and on training instructors drawn from other academic institutions in the community.

The integrated approach has also been followed in the Labor Occupational Health Program which was begun in 1974-75. This program is designed to help trade union representatives familiarize themselves with scientific information relating to the identification and control of health and safety hazards in the workplace, and also to help them develop methods of abating such hazards. The program involves a small staff of professional specialists, and it has generated a new bi-monthly publication, the *Monitor*, which reports on current problems and scientific findings in the area of occupational health and safety. Plans are under way to extend the scope of this program in cooperation with the California Apprenticeship Council and with federal government funding; this will lead to the effective training of apprentices in occupational health and safety.

Through the Workers Exchange Program, the Institute's Labor Center sent a group of American nurses to England and a group of longshoremen to the Netherlands to work alongside colleagues in those countries. The object is to test, in a new way, policy implications arising out of academic research in the area of "job enrichment" and increased worker participation in managerial decision-making. Like the Labor and Urban Studies and Labor Occupational Health projects, this program was financed by the Ford Foundation, whose National Affairs Division staff worked closely with our staff. The Workers Exchange Program, it should be added, was initiated and coordinated by Robert Schrank of the Ford Foundation.

Finally, the California Public Employee Relations Program was organized to meet widespread demand for education and information in public employee relations by governmental and union groups. The rapid growth of public employee organization has placed a high premium on professional knowledge and expertise, and CPER is serving as an integrated

program of information collection and storage, data presentation, research and publication. A quarterly publication, *California Public Employee Relations*, has proved invaluable to public management, employee organizations, and officials within the state (and indeed, nationally). In cooperation with the State Department of Industrial Relations, the Institute is considering expansion in its training and informational services in this area. This expansion would entail more frequent publications, the commissioning of evaluative and in-depth research, and the design of instructional materials. The latter will include information on and analysis of problems of public decision-making and budgeting in relation to public employee collective bargaining.

BAY AREA LABOR STUDIES SEMINAR

Interdisciplinary research was once (in the early 1950's) defined as the cross-sterilization of the social sciences. In recent years, however, it has become apparent that some social problems arising out of employment relationships do not yield to traditionally bounded academic approaches. While philosophers and sociologists study income distribution, economists confront sociological aspects of wage determination and the politics of inflation control. Since interdisciplinary analysis is being forced by the dimensions of new problem areas, the Institute considered experimenting with an interdisciplinary seminar. There were favorable factors: it would involve no budgetary outlay — the cost of travel and sociability being borne by the participants — and the Institute's prior ventures in seminars had always been successful.*

The new Bay Area Labor Studies seminar is designed to discuss problems of faculty research in various disciplines. It also provides a forum for the discussion of policy issues by eminent practitioners. On the faculty side, the seminar is composed of members from other campuses as well as Berkeley. During the past year, California State Polytechnic College, San Luis Obispo; the Davis campus of the University of California; California State University, Hayward; California State University, San Francisco; California State University, San Jose; and Stanford were represented. The seminar is also attended by practitioners from outside the academic community. This is consistent with the Institute's purpose of encouraging interchanges among academic research, practical experience, and policy implications wherever feasible. The seminar sessions were well attended.

Discussion leaders and their topics were:

David E. Feller, "The Collective Bargaining Agreement Versus Individual Recourse"
(October 29, 1974).

Charlotte Stiglitz and Roy Radner, "The Labor Market in Higher Education"
(December 3, 1974).

Jan Vetter and Sheldon Zedeck, "The Relationship Between Industrial Psychology
and the Legal System: Employee Selection and Discrimination"
(January 28, 1975).

George P. Shultz, "Conservative Case for Generosity in Income Maintenance"
(February 25, 1975).

Michael L. Wiseman, "On Giving a Job: The Implementation and Allocation of
Public Service Employment" (April 8, 1975).

Reinhard Bendix, "Culture Versus Business" (May 20, 1975).

The first seminar in the academic year 1975-76 will concern agricultural and labor relations legislation and public employee relations bills in California and will be led by the Director of the State Department of Industrial Relations, Don Vial.

*These included seminars on economic policy for trade union leaders and research staff in the area and in the state, a seminar series called the Philosophy of Management for business executives, a social science seminar for personnel and industrial relations executives, a manpower policy seminar involving government as well as academic experts in the area, and a faculty seminar on the quality of working life which was held in the summer of 1972 and which resulted in a joint research project.

MANPOWER AND EMPLOYMENT

High unemployment, together with high inflation, has renewed interest in manpower programs. Meanwhile, there are serious problems posed by racial discrimination and equal employment requirements and continuing concern about poverty and various methods of providing income security. All of these problems are related, and they are the basis for much Institute research.

Unemployment and Inflation

Professor R. A. Gordon (Economics) completed a paper on "Wages, Prices, and Unemployment 1900-1970" which will be published in the October 1975 issue of *Industrial Relations*. This paper reviews the literature and with regression analysis traces how wage changes, both in manufacturing and in the private economy as a whole, have been affected by changes in unemployment and by changes in price levels since 1900. In January 1975, he testified before the Ways and Means Committee of the House of Representatives on the President's Budget Message and lectured to the War Department's Industrial College. He also had the unusual opportunity to lecture to a special joint session of the two houses of the State Legislature on prospects for the national and state economies.

Professor Michael Wiseman (Economics), continuing his interest in public employment programs, served on the California Emergency Public Employment Task Force and addressed local manpower planners on problems with public employment policy in a series of regional seminars sponsored by the Department of Labor. A paper by Wiseman and Professor Frank Levy (Public Policy) on the potential of local governments to expand employment for low-skilled workers was published in the Spring issue of *Public Policy*; a later paper written in connection with Wiseman's service on the Employment Task Force was published by the Joint Economic Committee of the U.S. Congress in Fall 1975.

Professor Lloyd Ulman (Economics) is writing a chapter for a study by the National Commission for Manpower Policy entitled "Manpower Goals for American Democracy." Ulman's contribution concerns the extent to which manpower policies can reduce the inflationary impact of full employment and the proper balance between public and private manpower measures.

Professor Michael Reich (Economics) prepared a review essay that will appear as an introduction to a book of essays on labor market segmentation. He is also at work on a book-length history of labor market segmentation under American capitalism.

Welfare and Income Maintenance

During the current "slumpflation," the difficulty experienced in restraining inflation at high levels of unemployment has led to a renewal of interest in unemployment insurance as a device designed to maintain incomes. Professor Clair Vickery (Economics) has developed a research project on Unemployment Insurance (UI) in the U.S. Her project consists of three parts. The first, a comprehensive view of the national UI program, will emphasize the impact of the program (through taxes and benefits) on income distribution and unemployment across states and during various stages of the business cycle. Secondly, a micro simulation for California will be developed. Using micro data collected by the government (especially the continuous work and benefit history file), she will estimate the relationships of layoffs, quits, hiring, and labor force participation over the cycle. The functional forms will be used to construct a simulation of the California labor market in order to shed light

on the influence of the present UI system on labor market behavior and to estimate the impact of proposed changes. In the last part of the project, she will develop a macro simulation by states to make crude projections of the impact of changing (through Federal law) the UI system on observed labor market behavior and to estimate the cost of such changes. The sensitivity of the spells and duration of covered unemployment to key aspects of state UI laws will be estimated.

Professor Levy is analyzing the dynamic aspects of poverty population. While the number of poor remains relatively constant, about one-third leave poverty each year, only to be replaced by others. It is not clear whether these movements are random fluctuations of little importance or whether they are income movements of substantial size. Levy intends to study those who were poor in 1967 and find out what happened to them over the next four years. Answers to questions he is posing could have important implications for any kind of guaranteed income policy. If large proportions of the poor can be expected to leave poverty after a short time, then a guaranteed income serves as insurance. If large proportions can be expected to stay in poverty for a long time, then a guaranteed income is, as its critics claim, a dole. The data for his analysis is the Michigan Survey Research Center's *Panel Study on Income Dynamics*, a five-year survey of 5,000 households.

Professor Harold Wilensky (Sociology) continues his comparative study of the welfare state, with emphasis on the sources, substance, and effects of public consumption expenditures. Using social security as a test case, he examines convergence theory – the idea that modern societies converge in structure and ideology toward some uniform “post-industrial” state. The first report from this research program appears in his *The Welfare State and Equality: The Structural and Ideological Roots of Public Expenditures* (Berkeley: University of California Press, 1975).

Wilensky's methods include: interviews with politicians, health and welfare administrators, and experts in public spending and taxing in Europe, Canada, and Israel; quantitative analysis of cross-sectional and time-series data on public spending; and intensive case studies of welfare politics in contrasting welfare-state “leaders” (Austria, Netherlands, Sweden, West Germany, Italy, France, Belgium), “laggards” (Canada, Switzerland, U.S., Australia, Japan), and “middle rank” spenders (Denmark, U.K., Finland, Norway, New Zealand). The first stage of this research is now complete.

Equal Employment

Professor Jan Vetter (Law) has completed a report for the Administrative Conference of the United States on equal employment opportunity for faculty in institutions of higher education. It focused on the use of the government contract to achieve equal employment opportunity. The study sought to explain why the contract compliance program in higher education seems ineffective to minority groups and women, while it appears threatening to institutions of higher education. In common with similar investigations, he identified lack of adequate funding and poor training of compliance personnel as related to the difficulty. The report also provides an account of the overlapping statutes and regulations governing institutions of higher education and examines conflicting interpretations by agencies responsible for giving effect to this body of law. An additional problem assigned a major role in the breakdown of the program relates to the sanction for noncompliance – loss of eligibility as a government contractor. This sanction cannot be used without en-

dangerous other federal programs and is also so overwhelming in its impact as to deter the government from imposing it. Further, the standards of compliance contained in government regulations appear to be incapable of coherent application to the employment of faculty in institutions of higher education.

Professor Robert Flanagan (visiting, Economics) spent summer 1974 at the Institute working on, among other things, a paper entitled, "The Influence of Government Anti-Discrimination Programs: Actual versus Potential Impact."

Professor Vickery served as an expert witness for the Department of Justice in a case involving Hughes Aircraft. The firm sought to prevent public disclosure of the Affirmative Action Plan for its Culver City plant. A Vickery paper on job-search procedures showed that the procedures employed by Hughes Aircraft and similar firms resulted in these firms obtaining applicants who resembled present employees, thus maintaining the status quo.

Other research by Vickery led to a paper, "The Relationship Between Labor Market Flows and the Unemployment Rate by Race and Sex." Her analysis, which makes use of the relatively new "flow" approach to unemployment and employment, concludes that if all groups have equal access to jobs, observed unemployment rates for adult nonwhite males would drop by 50 per cent and those for adult white females would decline 10 per cent.

Professor Reich has been revising his recent dissertation on racial discrimination. In addition, he has been examining the effects of the current recession on black-white income differentials. Finally, he has begun research on the role of foreign workers in Western Europe, exploring the applicability of his racial discrimination and labor market segmentation hypotheses to the contemporary European scene.

Labor has shown increasing concern with the impact of affirmative action programs on collective agreements and seniority rights, particularly as seniority provisions have been modified by court order in several cases. A one-day conference on "The Impact of Title VII on Collective Bargaining," sponsored by the Labor Center, was held in Berkeley in April 1975 and attended by more than 150 trade unionists.

Professions

Professor Samuel Haber (History) is writing a history of the American professions between 1750 and 1900. Over the past year he directed his attention toward the years 1830-1870, an intriguing period when inherited British professional institutions were in decline and indigenous American professional ways were becoming apparent. Only three occupations in America were considered professions, the ministry, medicine, and the law, until in this period the honorific title "profession" was extended to other occupations. To understand the extension of professional status to occupations formerly considered lowly, he focused upon the growth of dentistry, pharmacy, and public school teaching. Each had its particular history. Of the three, dentistry most successfully acquired the modes and the authority position of the old professions. Pharmacy, in this era, never fully distinguished itself from mercantile pursuits, while public school teaching rose and fell in esteem. (It fell largely because it became an occupation for women, and thus it might rise once again with the great gains in social status currently being achieved by women.) Despite these

diversities, the three “new professions” displayed many similarities. In fact, the “professionalization” of occupations in this era was a precursor of the rampant “professionalization” of our contemporary service economy and provides some interesting suggestions about current developments.

Higher Education

Professor Earl F. Cheit (Business Administration and Education) wrote the Carnegie Foundation for the Advancement of Teaching publication, *More Than Survival: Prospects for Higher Education in a Period of Uncertainty*. This commentary, published in May 1975, analyzes the prospects for higher education in a period of declining growth. It contends that, through public policy changes, colleges and universities can extend access and maintain their capacity for research within the current proportion of GNP spent on higher education.

Professors Joseph Garbarino (Business Administration) and David Feller (Law) have been writing and doing research on collective bargaining by faculty in higher education. Their work is discussed on p. 11.

Dissemination of Research Findings

While each research project involves only one or two professors and their graduate students, the Institute feels obliged to disseminate research findings and recommendations not only to scholars but to policy makers in labor, management, government, and the community generally.

One medium of dissemination is the Bay Area Labor Studies Seminar (p. 6). On the applied level, the Bay Area Manpower Policy Seminar (cosponsored with the Institute's Labor Center by the Manpower Studies of San Francisco State University, the San Francisco Mayor's Office of Manpower, and the California Department of Employment Development) regularly continues to attract 30 manpower experts to discuss new ideas and developments.

Manpower and employment questions are central to many courses and conferences offered by both the Labor Center and the Management Programs. The largest single effort was a series of three, three-day training sessions conducted for manpower planners and labor market analysts in July and August 1974, with the financial support of the Manpower Administration, U.S. Department of Labor. These seminars offered background information on the operation of labor markets, particularly the sources and use of relevant data, as required for effective implementation of the Comprehensive Employment and Training Act of 1973. An innovative aspect of the program was a specially designed exercise in which participants followed the steps involved in processing a manpower funding proposal. Professors Gordon and Ulman participated in the program, as did other experts from the Lawrence Berkeley Laboratory, the U.S. Department of Labor, the U.S. House Committee on Labor and Education, and the State Employment Development Department.

COLLECTIVE BARGAINING AND PUBLIC POLICY

Faculty associated with the Institute engaged in several significant projects relating to collective bargaining and labor law.

Professor Jan Vetter (Law) has been working on "an introduction to the law of union-management relations," incorporating his previous research on arbitration, the duty to bargain, and anti-strike injunctions and encompassing such broader topics as protection of concerted activities, regulation of economic conflict, and dispute regulation procedures.

Professor David Feller (Law) began a study of the impact on higher education of specific state collective bargaining legislation, particularly the impact on the relationships between faculty and administration and upon pre-existing systems of academic governance. He will (1) identify key legislative issues of importance to faculties and administrations; (2) analyze state-by-state how these issues have been dealt with; and (3) draft a "model" law drawn in the light of existing experience.

Professor Joseph Garbarino (Business Administration) continued his work of a number of years dealing with the rapidly changing field of unionism and collective bargaining in higher education, a project supported by the Carnegie Corporation. His book, *Faculty Bargaining: Change and Conflict* (McGraw-Hill) appeared during the year. Another paper, "Collective Bargaining by Professionals," was presented at a conference held at UCLA and will be published.

Drawing upon research done during his sabbatical year in England, Professor Lloyd Ulman (Economics) wrote an article, "Multinational Unionism: Incentives, Barriers, and Alternatives," which appeared in the February 1975 *Industrial Relations*. Although numerous forecasters have predicted the rapid spread of multinational unions, to parallel the growth of multinational corporations, relatively little has come of this movement. Ulman explores the various relevant economic and institutional factors which might inhibit or facilitate multinational growth and concludes that, while "in the long run multinational unionism might not be dead," neither will its growth occur as rapidly as some believed likely. Two articles now under way – "Runaway Unionism: The Coal Strike and the Social Contract" and "Attempts to Form Consensus Pay Policy" – deal with the problem of collective bargaining and inflation.

In collaboration with Professor Peter Feuille, a former Institute Research Assistant and now a faculty member at the University of Buffalo, Professor George Strauss (Business Administration) wrote the first draft of a chapter on the state of industrial relations research in the United States. This chapter will appear in a book on industrial relations research in several countries, to be edited by Professor Peter Doeringer of Harvard.

ORGANIZATIONAL BEHAVIOR

Organizational Behavior (OB), the behavior of organizations and people within organizations, cuts across the fields of psychology, sociology, and business administration; much of the research focuses on the quality of work life. Other studies, in a variety of areas, range from emerging national cultures to evaluation of individual performance.

Institute staff members completed and published two books during the period. *Organizational Behavior: Research and Issues*, which comprised the 1974 annual research volume of the Industrial Relations Research Association, provides a state-of-the-art summary. All four editors are or have been connected with the Institute: Raymond Miles and George Strauss, currently Associate Directors; Charles Snow, now at Pennsylvania State University and a research staff member while the book was being written; and Arnold Tannenbaum, University of Michigan, who was a Visiting Professor in 1971-72. Miles and Strauss each contributed a chapter to the volume, and both were involved in writing the introductory chapter and conclusion. Although designed as a research report, the book has been adopted as a textbook by a number of schools and will be republished commercially by Wadsworth.

Miles' *Theories of Management: Implications for Organization Behavior and Development* was published by McGraw-Hill in the Spring. This is a basic conceptual work on which he has been working for some years. His general propositions are illustrated by case studies drawn from a variety of industries.

Organization and Environment

Students nationwide have shown increasing interest in the relationships among the organization, its environment, and its technology, as well as the implications of the relationships for organizational structure and power distribution. Professors Miles and Jeffrey Pfeffer (Business Administration) have been working in this area. Their joint efforts (with Snow) have led to one article, "Organization-Environment: Concepts and Issues" (*Industrial Relations*, October 1974).

Miles has focused on the linkages between top management's perception of organizational demand and opportunities and its decisions concerning internal structure and process. With the assistance of two graduate students (Alan Meyer and Henry Coleman) he has been looking at organization-environment relations in a series of hospitals and also in a variety of companies in two different industries. One study examines managers' theories of management as moderators of the environment-structure-process linkage. A second study is concerned with the determinants and effects of executive succession from and to particular areas of functional specialization.

Pfeffer has completed an analysis of joint venture activities among domestic corporations. One paper, on the implications of his findings for antitrust policy, will be published in *The Antitrust Bulletin*, while another, on interorganizational theory, is under review. In addition, Pfeffer has collected data on the relationship between composition of company boards of directors and merger and joint venture activity in a sample of 109 U.S. corporations. These data have permitted him to test, at the individual firm level, a series of hypotheses on interorganizational activity which he had previously tested at the industry level.

Pursuing his interest in power and organization decision-making, Pfeffer has written the first draft of a chapter, "Power and Resource Allocation in Organizations," for a collection of original essays on organizational theory. His studies of political influences on decision-making have examined the budgetary process in United Funds, the pattern of grants by the National Science Foundation, publication decisions of academic journals, differing relationships between publication and prestige mobility in the disciplines of Sociology, Chemistry, and Political Science, and the characteristics and tenure of hospital administrators. He finds, for example, that United Fund grants depend heavily on the political power of the recipient agency. Or, to take another example, publication of journal articles is affected by the author's prestige (and similarity of values in journal editors) in academic fields with uncertain, rather than "objective," standards of judgment. Pfeffer has also begun work on a book, *Organization Design*, in an attempt to develop explicitly the consequences of the political economy model of organizations for theories of organizational structures.

Political Science

Reinhard Bendix (Political Science) continues his lifetime interest in authority and inequality. His seminal 1956 book, *Work and Authority in Industry*, is being republished by the University of California Press with a new introductory essay by him. An article, "Science and the Purposes of Knowledge," will be published in the Summer 1975 issue of *Social Research*. This article includes a discussion of the civil position of science and also refers to the organization of scientific work. A second edition of his book, *Nation Building and Citizenship*, will appear in the Fall of 1975 with the addition of an earlier essay, "Tradition and Modernity Reconsidered." He is also engaged in writing a volume, *The Few and the Many*, which falls broadly in the area of organizational and political sociology. For the academic year 1975-76, he has accepted a Guggenheim Fellowship and a fellowship at the Woodrow Wilson International Center for Scholars at the Smithsonian Institution, Washington, D. C., in an effort to bring this work to completion.

Psychology

As in previous years, Institute psychologists have concentrated on practical organizational problems — communications, personnel evaluation, and interviewing — but have done so through the rigorous testing of conceptually based hypotheses.

Professor Karlene Roberts (Business Administration), supported by the Office of Naval Research, has been engaged in a study with two thrusts: the development of a theoretical framework for explaining human communications in organizations, and the illustration of hypothesized relationships among communications facets and other behavior and attitudes exhibited in work organizations. Several papers have resulted from this project (see p. 42). Three graduate students (William Moore, Howard Rosenberg, and Kenneth Scott) are currently assisting her. To date the project has provided data for one Ph.D. thesis, with three others under way.

Continuing his research on performance evaluation, Professor Sheldon Zedeck (Psychology) has been concerned with several questions. What "types" of supervisors are good perceivers of behavior as opposed to poor perceivers? How does a supervisor process, combine, and interpret performance data when arriving at an overall evaluation and/or recommendation? What factors influence the process? Are behavioral standards for an occupation in one setting the same or different for the same occupation in a different

14.

setting? Are expected standards of performance different for varying levels in the organization? How do manipulations of the procedure affect psychometric considerations? Data dealing with these questions have been collected from Mt. Zion, St. Mary's, and St. Francis Hospitals as well as from San Francisco, Alameda, and Santa Clara County public health nurses.

Professor Kenneth Wexley (visiting, Psychology) has also been studying job satisfaction. In addition, he has been seeking to reduce distortions in the interviewing process, by identifying the nature of such errors and those types of interviewers most likely to commit specific errors. A separate study has looked into the relationship between goal-setting and performance. Finally, he has been working on an OB textbook and the second edition of his readings book.

QUALITY OF WORK LIFE

With worldwide concern for the “quality of work life” comes the question of whether younger, better educated, and more affluent workers reject the boring, unchallenging jobs characteristic of so many lines of work and thereby pose a challenge to modern technological systems and to the social order. In 1972, the Institute established an interdisciplinary seminar in this area. Among its outgrowths were a Ford Foundation grant to investigate the extent and impact of such discontent and an American Assembly program, under Institute sponsorship, to discuss possible solutions. Both were discussed in the 1973-74 Annual Report. The year 1974-75 saw the continuance of research as well as two pioneering projects sponsored by the Labor Center.

Research

Three Institute staff members have engaged in work relating to job satisfaction and improving quality of work life.

Professor Kenneth Wexley (Psychology) has been investigating the question of whether managerial job satisfaction is a function of job level and proximity to retirement. His preliminary work has been done in one Bay Area organization.

Professor Sheldon Zedeck (Psychology) has been concerned with the effects of *change* on job satisfaction, especially change in nature and location of employees' jobs. His research site has been a Bay Area hospital which moved and in the process substantially changed the nature of its employees' jobs.

Professor George Strauss (Business Administration) completed a monograph entitled “Improving the Quality of Work Life: Managerial Practices,” under a contract from the U.S. Department of Labor. It is part of a series, *Improving Life in Organizations*, which is designed to provide managers, labor leaders, and others interested with a report on possible steps toward improving the quality of work life in organizations. Other authors — from Yale, Harvard, MIT, and Michigan — met on three occasions to plan an integrated report. The Strauss contribution covers supervision, worker and union participation, and changes in organizational structure. The series will be published in a single volume by Goodyear.

Labor Center Activity

Most of the writing about jobs and job satisfaction has been by professors, consultants, reporters, and other intellectuals, who rarely have had personal experience performing the work they describe. Workers have been treated as subjects of questionnaires but have been given little opportunity to evaluate their own role. With Ford Foundation backing, the Institute's Labor Center engaged in two projects designed to provide workers with a chance to speak for themselves.

Workers Assembly. The first was a “Workers Assembly on the Changing World of Work.” In format this was like our previous Institute-sponsored American Assembly, held in May 1974, but with one critical difference: the first Assembly attracted union, management, and community *leaders* who discussed the workers' plight; the second attracted 50 rank-and-file *workers* from a broad cross-section of industries and occupations, balanced by race, sex, and age considerations. A majority were trade unionists enrolled in the Labor Center's Labor and Urban Studies Program. Harry Bernstein, Labor Editor of the *Los Angeles Times*, served as the Assembly's General Chairman.

Among the questions considered by the Assembly: What is going on in the workplace? What kinds of change are most urgently needed? What responsibilities, if any, should unions assume with regard to these developments? A Final Statement was prepared, based on summaries of workshops, as further refined by discussions in a final plenary session of all of the participants, and by an elected editorial committee.

The general consensus was that, despite important changes at the workplace, economic needs still come first. Fair wages, job security, and elimination of racial discrimination were given top priority by most delegates. Nevertheless there was also fairly unanimous agreement that worker skills were not sufficiently utilized and that workers and their unions should cautiously participate in experiments seeking greater opportunities to participate on the job. As the Final Statement put it, "The first Western Assembly of Workers calls for a major extension of democratic principles in the workplace. While our individual needs vary widely, we have the strong conviction that we as workers generally have too long been ignored in making critical decisions affecting our work life."

Workers Exchange. The second Labor Center project was designed to obtain the reactions of American workers to working conditions in other countries. In September 1974, funds were obtained from the Ford Foundation to send three teams of workers abroad for a work-study experience: six nurses to London hospitals; six longshoremen to Rotterdam docks; six unlicensed seamen to work on Norwegian ships.

The basic format for each group is as follows: participants are selected with the cooperation of employers and constituent unions. After a week of orientation the group, accompanied by a guide and reporter, travel to the host country where they are given work assignments by cooperating employers. During a four-week period, participants function as a research participant team – working a regular shift and then recording their impressions and attitudes in accordance with guidelines developed during the orientation period. The guide and reporter are responsible for compiling feedback and preparing preliminary reports.

The team of nurses from the San Francisco Bay Area went to London in October 1974, accompanied by Harry Polland as guide and Burton White as reporter. The nurses were members of the California Nurses Association, which cooperated with the project. The host coordinator, Sheila Collins, R.N., Director of the Princess Alexandria School of Nursing, London Hospital, arranged assignments to hospitals and other health service activities on the basis of skills and current interests. The group has held several seminars since its return in November 1974, and a report is due in September 1975.

The nurses were interviewed by reporters from several newspapers, and they all agreed that the "health industry in England is (more) people-oriented" and "nurses work with and not for physicians...have more prestige and security, more job satisfaction than their U.S. counterparts...." As to drawbacks, British nurses are relatively poorly paid, do not get as much academic education, and function in a more authoritarian environment. What was the nurses' final evaluation? "Is our way better or theirs worse? Our cultures are just different."

With the approval of the International Longshoremen and Warehousemen's Union and the Pacific Maritime Association, and the cooperation of Local 10 of the ILWU in San Francisco, six longshoremen were selected to go to the Port of Rotterdam for a month in May-June 1975. The team was accompanied by the Project Director/Coordinator, Professor Herbert Perry, who was on leave from California State University, Sacramento,

and Sidney Roger, an instructor in the Labor Center programs and long-time labor union journalist, served as reporter. The host coordinator was W. Chr. H. van Zutphen, Principal of the Port of Rotterdam Transport College, a unique institution which educates and trains port workers from the ages of 13 to 60, including dockers, clerical workers, and administrative personnel. The longshoremen were assigned in pairs to work for three different stevedoring firms, one a highly automated container operation. Despite cultural and language barriers, the workplace and organization of work were familiar, and they were able to adapt to their new assignments with little trouble. The Dutch were hospitable and cooperative, and the project went very well.

The team returned to the Bay Area in June and held one seminar. Some reactions were that the Dutch are hard workers and generally like their jobs because of the security of the social system, variety of work, and good relationships with management. As one said, "People I work with don't seem to resent their bosses the way we do at home...the gangs know their jobs, and there is no close supervision. They seem to show respect for the worker." Another commented, "The sense of security provided by the state certainly ameliorates the fears of workers generally, they are more relaxed here.... People don't scream or shout here...supervisors don't seem to be hard drivers or authoritarian." They found the dockers in Rotterdam relatively satisfied, treated with dignity, and having a strong sense of security – "they don't seem to realize they can get 'screwed'...they are shy and authority seems to be accepted, even though the bosses are not authoritarian."

Nevertheless, the American longshoremen were glad to get home again. A benevolent but paternalistic environment was fine for the Dutch, but they reported they missed their adversary relationship, the cussing and shouting at union meetings, and the less secure but more dynamic work situation.

The seamen's project was dropped when the Norwegian ship owners' federation decided that it was overburdened with experiments in manning automated ships. A substitute program is planned; it seems probable that a group of steelworkers from Fontana, California, will have a chance to learn about working in a Japanese steelmill – and that they will be able to teach others the significant differences they find between Japanese working conditions and those in this country. As with previous teams, they will be concerned with organization of work, job environment, productivity and workplace, and work content – as these workers experience and understand it.

LABOR OCCUPATIONAL HEALTH PROGRAM

The Labor Occupational Health Program (LOHP) evolved from the educational efforts of the Institute's Center for Labor Research and Education after the passage in 1970 of the federal Occupational Safety and Health Act (OSHA). It is designed to help bridge the gap between the scientific knowledge available to experts in the field and the application of this knowledge to the places of employment where health and safety hazards confront workers. LOHP's goal is to help employees and their union representatives to develop the capacities to carry out their own programs.

The Ford Foundation provided LOHP with significant financial support, and first staff members were recruited in July 1974. Donald Whorton, M.D., is Program Director, assisted by Morris Davis, MPH-JD (Education Coordinator), Leo Seidlitz, Ph.D. (Research Scientist), and Robert Fowler (Education Coordinator). Bruce Poyer contributed to program development and maintained liaison between it and other Labor Center activities. Phillip Polakoff, M.D., a graduate student in public health, served as part-time Education Coordinator.

During the summer 1975 two new staff members were added. One of these is Andrea Hricko, who had conducted studies on the occupational health problems for Ralph Nader's Health Research Group in Washington, D.C. She has an MPH from the University of North Carolina School of Public Health. The other new staff member is Janet Bertinuson, an industrial hygienist formerly in charge of education and training programs for the Oil, Chemical and Atomic Workers International Union in Denver, Colorado. She has an M.S. in Environmental Health and Industrial Hygiene from the University of Cincinnati.

The staff has been guided by a Policy Advisory Committee composed of representatives from organized labor, the academic-professional community, and public agencies concerned with worker health and safety. Serving as Committee Chairman is L. L. Mitchell, Business Manager of IBEW Local 1245 and Chairman of the Standing Committee on Occupational Health and Safety of the California Federation of Labor.

Education and Training

During its first year, LOHP placed primary emphasis on education programs focusing on two objectives: (1) to deliver information on health and safety issues to unions and employees, and (2) to enable employee groups to develop their own follow-up programs for identifying and controlling health hazards and to relate these programs to existing government programs and the collective bargaining process.

These educational activities have sorted themselves out into two main categories, general and specific. General programs are designed to reach workers who come together from different industrial jurisdictions. For example, one- and two-day institutes or seminars were held for labor representatives affiliated with the San Francisco and San Mateo County Central Labor Councils and for the California Labor Federation. The conference for the Labor Federation featured a 50-minute film, produced by LOHP and dealing with California Occupational Safety and Health inspection procedures and the rights and responsibilities of employees and employers under CAL/OSHA. Other general programs included an eighteen-week course in Occupational Health and Safety for workers in the Labor and Urban Studies Program at San Francisco City College and participation in a ten-session course sponsored by the Bay Area Committee on Occupational Safety and Health.

Specific health hazard information designed for workers in specific occupations or work jurisdictions was offered to federal shipyard workers, molders and boilermakers, canneries and food processing workers, machinists, auto mechanics, firefighters, warehousemen, airline employees, and carpet, linoleum and tile setters. LOHP also presented programs relating to specific workplace problems for three building trades institutes, two conferences of business representatives in the Service Employees Union, and a shop steward conference of the Printing Specialties in the East Bay.

Educational Materials

Extending its impact beyond the classroom, LOHP concentrated on gathering and distributing materials designed to raise the health and safety consciousness of workers and their shop level representatives. Its bi-monthly publication, *Monitor*, combines the journalistic features of the newsletter with some of the scholarly characteristics of an academic journal. *Monitor* now goes to about 1,000 local unions in Northern California. Each issue offers an update of LOHP activities and projects, reports on important current problems in worker health and safety, and discusses health problems affecting workers in a specific occupation, trade, or industry. Examples during *Monitor's* first year included analyses of worker exposure to vinyl chloride and polyvinyl chloride, sulfur dioxide, asbestos, carbon monoxide, and phosphine gas; a discussion of occupational/environmental cancers, respiratory diseases, and occupational dermatosis; and a summary of the special hazards confronting firefighters.

Besides producing *Monitor* LOHP printed and distributed more than 12,000 copies of *Rights and Responsibilities of Employees Under CAL/OSHA*, a pamphlet developed last year (see 1973-74 Annual Report). The project also published the *LOHP Guidebook*, which explains how workers can organize for health and safety and how they can utilize available resources to help them eliminate conditions which make their jobs unsafe or unhealthy. More than 500 copies of the *Guidebook* were distributed to workers and to union representatives — particularly to members of health and safety committees. In joint sponsorship with the Machinists and Longshoremen's Unions, LOHP issued *Report on the Maritime Industry*, which has since been utilized in the legislative campaign to correct glaring coverage and enforcement problems that have plagued this industry since the passage of federal OSHA.

LOHP's previously mentioned film on CAL/OSHA was used in a number of educational programs and was shown on a 30-minute television program on KQED (Channel 9, San Francisco). The program illustrated common occupationally related illnesses and injuries in a variety of workplaces and explained how workers can reduce these daily casualties.

Finally, LOHP continues to gather, analyze, and distribute to workers, through its educational programs and through *Monitor*, statistical data on occupational injuries, diseases, and disabilities, and the most current descriptive information available on major efforts to control these workplace casualties, including the development of negotiated collective bargaining programs and the evolution of government programs.

Technical Assistance

LOHP's educational approach is complemented by a technical assistance component aimed toward clarifying scientific material. This was an important first year activity, even though education itself was the main priority. Examples of this important follow-up to basic education and training functions include: a cooperative effort with the Coalition of Airlines Unions at San Francisco International Airport; offering of technical advice on the

control of specific health hazards confronting auto mechanics, truck drivers, and carpet-linoleum-tile workers; and assistance to a coalition of firefighting organizations seeking to develop a new CAL-OSHA health and safety order which would raise previous standards and be specifically applicable to firefighters.

In its second year, LOHP will give extra emphasis to this technical assistance function. The focus will be on the identification of health hazards which affect large numbers of workers and a number of work jurisdictions and occupations. Comprehensive health hazard profiles will be developed for specific jurisdictions; educational efforts to develop technical assistance and control possibilities will then be directed to these areas.

Apprenticeship Training

There is an exceptionally high incidence of occupational injury and disease among younger workers in many of California's fifty apprenticeable trades. To help alleviate this condition LOHP has begun a one-year project to develop new approaches to apprentice training in the health and safety area. This new program, which is supported by a grant from federal OSHA, has been designed with the cooperation of the California Apprenticeship Council, and will include three aspects:

1. The development, for a specific building trade, of a health and safety curriculum which will be integrated into actual worksite training.
2. A similar project for an industrial or metal trade.
3. A workshop for instructors of apprentices in one of the above target trades, designed to demonstrate how this trade's curriculum can be taught.

In addition, LOHP will develop an outline of recommended health and safety topics to be covered in apprenticeship training programs generally, including reference and teaching materials which identify the health hazards associated with specific apprenticeable trades. Arrangements will be made for distribution of these materials to Joint Apprenticeship Committees, teachers of apprentices, coordinators of apprentice training, and health and safety committee representatives in the apprentice trades in California. At the end of the program, recommendations will be made concerning ways of improving on-the-job health and safety training.

As mentioned above, two new staff members, Andrea Hricko and Janet Bertinuson, have been added to LOHP to work on the apprenticeship project. They will increase our ability to develop educational materials which relate to (and often cut across) the fifty basic apprenticeable trades.

PUBLIC EMPLOYEE RELATIONS

Public employee relations received major attention at the Institute during 1974-75. Interest in this area was heightened by the financial stringencies which seriously strained employee relations in many communities and governmental units and was reflected in greatly increased demands for educational and informational programs. This resulted in a considerable allocation of the time and effort by the Center for Labor Research and Education and by the Management Programs Coordinator. It also taxed the resources of our informational unit, The California Public Employee Relations Program (CPER), whose publication and data collection are the core of the Institute's work in this area.

California Public Employee Relations Program

CPER provides the only research and information service of its kind in the country. CPER is an integrated program of data collection, research, publication and dissemination of information, and training, introduced in 1969 in response to a rapidly increasing demand for information and training from labor and management practitioners. The state's Meyers-Milias-Brown and Winton Acts, governing local government and public schools respectively, precipitated unprecedented activity among employee organizations and public employers with little prior experience in bilateral decision-making.

CPER's response, in both publications and educational programs, is frequently acknowledged by practitioners as valuable in the formulation of policy and in the development of collective bargaining relationships. The state Supreme Court and appellate courts have cited the quarterly reporter, *California Public Employee Relations*, in precedent-setting cases. The excellence of its coverage of labor relations in California's public sector has received national recognition, most recently at the 1975 National Conference on Public Sector Labor Relations Research by attending academicians from major universities and practitioners from national organizations.

In 1974-75, under the direction of Dr. B.V.H. Schneider, CPER focused its resources on: (1) acquisition and storage of information; (2) research and dissemination of information, primarily through the quarterly publication *CPER*; (3) educational conferences and training programs; (4) provision of data to legislative and state agencies involved in developing a new state collective bargaining law; (5) cooperation with various academic and research organizations involved in public employee-employer relations; (6) consultation with academicians, graduate students, public sector practitioners, visiting foreign dignitaries, public officials, and news media; (7) and preparing CPER to meet increasingly sophisticated needs of practitioners, particularly against the day when a law creating a uniform and comprehensive collective bargaining system for all California public employees is adopted.

Acquisition and Storage of Information

CPER maintains a comprehensive collection of documents and publications, under the direction of Librarian Clara Stern. It includes court decisions and accompanying briefs involving all employee relations litigation in California since 1969; state laws and legislative bills; employee relations policies of public employers; arbitration and fact-finding awards; negotiated agreements; and periodicals and bulletins of public agencies and employee organizations. In addition, five major state newspapers are clipped daily. The information is used as background for quarterly articles and is available for study by lawyers, practitioners, graduate students, faculty, professional neutrals, and visiting scholars.

Research and Dissemination of Information

CPER devotes time to classroom training, but its primary emphasis is on the quarterly reporter, *CPER*. With a circulation of 1,400, plus use in educational programs, the magazine achieves a broad dissemination of information and analysis.

CPER contains five major sections, with emphasis on analytical and descriptive articles on issues of immediate interest to practitioners. For example, in 1974-75 articles were included on proposed federal and state legislation governing local government employee relations; public employee strikes, including a five-year study of California work stoppages, a survey of public attitudes toward them, and an analysis of the effect of strikes on the legality of settlement agreements, binding grievance arbitration provisions of local agencies; and state civil service associations.

Two new features were introduced in 1974: a "Log," consisting of synopses of arbitrators' and factfinders' awards, and an "Open Forum" to encourage informal contributions from the field.

The major portion of the journal is devoted to comprehensive reporting and in-depth analysis of recent developments in California's public sector, such as court decisions on the scope of bargaining and arbitration, the agency shop, strikes, and enforcement of agreements; important or innovative contracts; wage determination systems; identification and representation of supervisors; and grievance handling. Finally, texts of major court decisions, significant arbitration awards, agreements, and other documents not otherwise readily available are reprinted.

CPER published its 25th issue in June 1975. Responding to requests of practitioners and attorneys, who use the journal as a research tool in litigation and in the conduct of employee relations activities, a detailed and comprehensive index of the first 22 issues was published in January 1975. Owing to the enthusiastic response, *CPER* now plans to publish an annual index.

CPER is prepared by editor, B.V.H. Schneider; assistant editor, Bonnie G. Cebulski (J.D.); education editor, David J. Bowen; and staff writer, Heidi Seney. Two public sector experts from other institutions also contribute regularly to *CPER*'s research and writing: Professors Paul Staudohar (California State University, Hayward) and Marion Ross (Mills College). Other staff members include Clara Stern, librarian; Hazel Grove, circulation manager; and Ethel L. Davis and L. Denise Curtis, technical assistants.

Educational Programs and Conferences

Research and publication are essential to the educational programs presented through the Institute's Management Programs and Center for Labor Research and Education. CPER data, analyses, and news reports support practical instruction, and CPER staff participates in training programs in the public sector. CPER has assisted several graduate students specializing in public sector problems.

In February 1975, an all-day program covering labor relations was given for elected officials and senior administrators of Solano County and its cities. The program focused on the provisions of S.B. 275, a major legislative proposal then pending in the state legislature, providing for collective bargaining for public employees. Program instructors included

George Constantino, Jr., Senior Labor Relations Manager, Foremost-McKesson, Inc., Bill Horne, Consultant to the Joint Legislative Committee on Public Employer-Employee Relations; Thomas J. Kane, an attorney with the firm of Corbett, Welden, Kane and Hartman; and Roger Lamm of the Institute staff.

“Collective Bargaining for Public Employees? California’s Proposed Legislation” was the subject of an all-day conference held in Berkeley in April 1975. This conference was directed toward comparing the provisions of the National Labor Relations Act, California’s Meyers-Milias-Brown Act, and S.B. 275.

Again this year more than half of the requests for training programs to the Center for Labor Research and Education were from organizations representing public employees. These programs reflected the varying stages of development of these groups. In January, for example, a two-day mock collective bargaining session was held. The 40 persons participating were members of the bargaining committees for three Service Employees International Union locals. Members of Transport Workers Union, Local 250A, attended a two-day program in February on problems of union administration, grievance arbitration, membership involvement, and union leadership — all problems of an established union local. The workshops held for state employees covered basic subjects such as defining collective bargaining, grievance processing, and employee rights under existing “meet and confer” provisions of the state law.

Cooperation with Academic and Research Institutions

Other institutions have sought CPER’s participation in their endeavors. For example, Schneider participated in the National Public Sector Labor Relations Research Conference in Racine, Wisconsin, in June 1975, sponsored by the Federal Mediation and Conciliation Service. The purpose of the conference was to assess the state of public sector labor relations research, examine existing activities, and assess the needs for research. Schneider is also on the program committee of the Society of Professionals in Dispute Resolution, which will hold a national conference in October 1975; she will set up a panel on the effect of interest arbitration on the democratic process. The CPER program has provided and will continue to provide assistance to the American Justice Institute. Funded by the National Institute of Law Enforcement and Criminal Justice, it has embarked on a two-year nationwide project to study the incidence and impact of correctional employee organizations on prisons, parole, and probation systems and to develop policies for correctional administrators with respect to these organizations. Staudohar, a regular participant in the research and writing efforts of *CPER*, has joined the AJI project as a research specialist for 1975-76. Dorothy Otterson, a Ph.D. candidate in Business Administration and Institute Research Assistant, is also associated with this project.

CPER assistance was also provided to the U. S. Department of Labor, Division of Public Employment Labor Relations, in its current study of state and local government employee organizations.

Consultation and Information Dissemination

A substantial portion of CPER staff time goes to providing telephone and personal consultation services to individuals and organizations. Academicians from the University, as well as from other institutions, contact the program for recent data to be incorporated

into classroom and research presentations; graduate students from law, economics, public administration, and other disciplines regularly seek guidance; and attorneys and practitioners frequently seek information and precedents on issues that arise daily in litigation and in administration of local bargaining systems.

Visiting foreign scholars and government officials concerned with public sector labor relations included Stig Gustafsson and Fingal Strom from Sweden, Amporn Junenanond from Thailand, and Professor Yohzoh Hashizume from Japan.

The news media, including the *Washington Post*, San Francisco *Chronicle*, and KQED, have contacted CPER for background information on current issues.

Consultation with Government Officials

Both the legislature and the executive branch have experienced an increased need for information in the preparation of a new state law governing collective bargaining for public employees. CPER staff has been called on frequently by legislative staff, representatives of the Governor's office, the state Department of Finance, and others. In September 1974, CPER assistant editor Bonnie G. Cebulski appeared as an expert witness on the subject of public employee strikes before the Assembly Committee on Employment and Public Employees. In May and June 1975, CPER staff met with the Department of Finance's staff to assist in its analysis of the collective bargaining bill, S.B. 275.

Meeting Changing Needs

CPER is faced with the necessity of maintaining the quality of its services, determining the ever-changing interests and needs of the practitioners to whom the services are directed, and providing different services required by the entirely new environment which will result from the passage of a collective bill.

In early 1975, CPER mailed out a readership questionnaire, together with an experimental supplement issue. Without any follow-up, there was a 40 per cent return. Eighty-nine per cent of those responding rated the present publication as "superior" to "outstanding." Seventy-three per cent wanted the same quarterly format but indicated strongly the need for additional monthly bulletins, i.e., more complete and detailed coverage and more rapid delivery of information. CPER is actively seeking financial backing from non-University sources to assist in this called-for expansion of services, especially in view of the enhanced need for information on precedent-setting developments under a new law.

The Graduate Division generously responded to a plea for assistance in maintaining the present quality and staffing of the service by providing a \$9,000 bridging grant in the spring of 1975. An anticipated cut-back in CPER staff has thus been averted while outside funding is sought.

LABOR AND URBAN STUDIES PROGRAM

The Labor and Urban Studies Program — now in its third year — has substantially achieved the goals for student enrollment, accreditation, and integration into the community college system that were established in its proposal for funding by the Ford Foundation. The program, conducted by the Center for Labor Research and Education, is in full swing at Merritt College, Oakland, City College of San Francisco, and San Jose City College, and continuing Ford Foundation funding will support its expansion into other community colleges. The focus on training for union and community leadership continues to be buttressed by the strong commitment to minority leadership development which has characterized the program from its inception. Peter Guidry is the Labor Center Coordinator for the program.

Union member students have a unique opportunity to train for union leadership, while pursuing personal educational goals. Courses may be taken singly or combined as a “major” and applied toward an Associate in Arts degree or a Certificate in Labor and Urban Studies. The core curriculum includes practical courses in labor and industrial relations and also courses on urban problems which affect labor and the collective bargaining process. Attention is also given to special courses and workshops to improve skills in writing, reading, and public speaking, as well as in accounting concepts and mathematics used in labor relations.

During 1974-75, the program reached several objectives: an operating level of 175 to 200 students at Merritt College, the awarding of degrees and certificates to the first group of graduates, and the offering of a full set of major courses for the first time.

Student Enrollment

At the start of the academic year, approximately 220 students were enrolled in the U.C.-Merritt program. Of these, an estimated 75 per cent were minorities, and nearly 15 per cent women. The former percentage is consistent with one major program objective — to assure the continued high involvement of minority trade unionists. Of the total number of students, less than 10 per cent were not union members; the majority of these worked in plants or segments of the public sector yet to be organized by a union. (The program is expected to attract more regular community college students in the future as it becomes established in the college system.)

Currently, the two other Bay Area colleges with Labor Studies programs have an enrollment of 225, with a total of 12 courses offered. A total Bay Area Labor Studies enrollment is projected at 600 students when a full Labor Studies curriculum is offered at all of the colleges. The dropout rate over the three-year period (based on the first four groups of students to enroll in the U.C.-Merritt program) is nearly 37 per cent, a percentage higher than desired, but more than favorable when compared with the dropout percentages among students enrolled in regular community college programs. The energy crisis and economic slump may be responsible for some dropouts. For example, a significant percentage of those enrolled in 1972-73 lived outside the Peralta (Merritt) College District; some traveled more than 40 miles to attend classes. A further complication was the fact that many who dropped out were heads-of-household working in low-paying jobs.

First Year's Graduates

Thirty-one Labor and Urban Studies students received the Associate Degree in Labor and Urban Studies from Merritt College in June 1975. Of these, 17 graduated with honors and two with "highest honors." One graduate was runner-up for the distinguished graduate award. (At least two more students will qualify for the AA degree when final grades are compiled.) Fifty students (including the 31 AA degree recipients) qualified for the Certificate in Labor and Urban Studies. This Certificate is awarded to students upon completion of the thirty-unit major.

It is expected that at least 20 graduates will enroll at San Francisco State University in the fall of 1975. Three women students (who possessed college degrees upon enrollment in the Labor and Urban Studies Program) have been accepted at Hastings School of Law for the fall term. Each intends to specialize in labor law.

Full Set of Course Offerings

A basic concept relative to developing a worker's education program in community colleges is the belief that because of competing work loads, core courses should be offered at times and places convenient to workers, and in groups of no more than two core courses per school term. With that in mind, beginning with the first semester, a policy was adopted to offer only two core courses and one skill (or language arts) course to each new student. In subsequent semesters, two core courses were added to the schedule for continuing students, and new students were offered the beginner courses. The 15 courses now offered in the U.C.-Merritt program provide a variety of choices to continuing students and attract those who desire only one or two courses to "sharpen" their skills. Courses have been approved for three semester units and are transferable, as electives, within the state university system.

New Activities

The program staff has worked closely with Professor Curtis Aller of California State University, San Francisco, to develop upper division courses leading to a B.A. degree in Labor Studies. Aller received a Ford Foundation grant to study the feasibility of developing the four-year degree program. The study has been translated into a proposal, which will be introduced in the state legislature and which has gained active support from organized labor, university and college faculty, and community representatives. Meanwhile, the 15 Labor and Urban Studies graduates who will enroll at the San Francisco campus in the fall will be offered a special grouping of courses which is expected to be included within the major when it is approved.

The Labor Center is maintaining a close working relationship with program personnel at San Jose City College, which offered four courses in the winter term and six in fall 1975, and City College of San Francisco, which offered eight courses in the winter, including one on the unique problems of women in the labor force. Because both colleges utilize basically the same course outlines prepared by the Labor Center, students will have no problems transferring to the closest participating college.

Responding to a request from the San Mateo Central Labor Council, the program staff began talks with college district officials to start a Labor Studies program in San Mateo with the result that in spring 1976 a program will be launched. Contra Costa

County Central Labor Council officials have also indicated interest in a program in that district, and arrangements for formal discussions with the college district representatives are being made.

A recently launched project involves the preparation of syllabi for each core course. These syllabi are being developed by the Labor Center staff, with the cooperation of Labor Studies instructors, and are to be published by the Institute. Drawing on experiences of the past three years, it is anticipated that they will serve as the basis for developing more suitable texts and other class materials. Cooperating colleges will be encouraged to make extensive use of them.

The need to maintain links with the community colleges, once they assume total program responsibility, is of concern. Practical course instruction must continue, and the use of syllabi, coupled with course instructors drawn from the active ranks of labor, are envisioned as suitable guarantees. The syllabi are expected to be completed by the end of the 1975-76 school year.

The Institute was successful in gaining publishing rights to a revised edition of an "Accounting and Office Manual for Labor Unions," previously published by the Bureau of National Affairs. Harry C. Fischer, retired C.P.A., is the author and an instructor in the Labor Studies Program. His decision to utilize the Institute's publishing facilities grew out of his classroom experiences. The book will serve the added purpose of fulfilling the textbook needs of the core course on "Accounting Concepts and Usages in Collective Bargaining."

Plans for the Fourth Year

The central focus of planning the fourth year is the special attention to be given course syllabi (and an attendant review of current methods), developing a larger instructional "pool," expanding labor studies to other colleges in the community system, reassessing the administrative requirements preliminary to giving Merritt full operational control of the program, and generating a greater response among the leadership ranks of local labor for this kind of educational process.

CENTER FOR LABOR RESEARCH AND EDUCATION

The Center for Labor Research and Education is one of the Institute's community service units. In its eleventh year, under guidelines developed in the 1960's by the University and the California labor movement, the Center provides, in cooperation with unions and community groups, broad educational programs and services.

Details of its widespread activities are discussed under several headings in this Report. The Labor Occupational Health Program and the Labor and Urban Studies Program are integral parts of the Center. Also, the Center offers programs relating to public employee bargaining, quality of work life, manpower and employment, collective bargaining, and organizational behavior, all of which are discussed elsewhere. This section summarizes the Center's activities and selects some developments which affected it as a whole.

Program Summary

During 1974-75 the Center staff was involved in teaching or arranging for a wide variety of different courses, seminars, or conferences, involving several thousand individual participants. These included:

(1) Through the *Labor and Urban Studies Program*, Center staff taught or arranged 29 accredited full semester courses, offered in cooperation with three Bay Area community colleges. Talks have begun on extending the program to two more community colleges. The program produced its first graduates, 31 received AA degrees, and a total of 150 received Certificates. Of those receiving AA degrees, 15 plan to work toward their Bachelor degrees. Most of the program's courses are taught by labor leaders and other professionals recruited through Center efforts. To sharpen the training skills of these devoted teachers, a special course in education techniques was offered to them. (For further information on the Labor and Urban Studies Program, see pp. 25-27.)

(2) With Ford Foundation support, the *Labor Occupational Health Program* was initiated in June 1974. This program, with a professional staff of six, aims to increase worker and union officer awareness of occupational health problems and their solutions. Included is a pilot applied research activity to make health science knowledge available for solving specific worker occupational health problems and to improve communications between unions and the scientific community. Department of Labor funding will make it possible to expand apprenticeship training activities. (See p. 20.)

(3) The *Workers Exchange Program* enabled a team of nurses to visit English hospitals and a team of longshoremen to work on Rotterdam docks to gain insights into the quality of work life and how work organization affects it. (See p. 16.) Also designed to provide worker input into the quality of work life debate was a three-day Worker's Assembly on the Changing World of Work (see p. 15.)

In addition to these programs, the Center continued to offer to California unions education services that varied greatly in sophistication, subject matter, and union level to which they were directed. For example, Center staff members:

— Presented seven week-long basic or specialized schools, with curriculum and financing developed in cooperation with the separate International Union sponsors. Basic schools for rank-and-file members are generally scheduled in the summer vacation months.

Specialized programs, such as the arbitration school sponsored by the International Association of Machinists in February (with 36 participants), are designed for more advanced levels of union responsibility. About 400 trade unionists were enrolled in these schools.

— Conducted seven week-long residential institutes in cooperation with the AFL-CIO Labor Studies Center in Washington, D. C. About 150 full-time AFL-CIO officers and staff representatives attended these programs in Berkeley.

— Presented in cooperation with local labor organizations 15 short-term programs (once-a-week courses lasting four to eight weeks, one-day workshops, and two-day conferences) for shop stewards, committeemen, local union officers, and rank-and-file workers, involving 600 participants. As an example of this kind of programming, nine one-day workshops were held in cooperation with the California Nurses Association to train nurse representatives who now perform duties similar to those of the union shop steward. These workshops were held in Sacramento, Santa Rosa, San Jose, San Francisco, and Oakland, and they covered such basic subjects as contract interpretation, grievance handling, counselling of members, and writing of grievances.

— Provide speakers, staff instructors, or coordinators for a number of additional labor education programs arranged and conducted by employee organizations or other educational institutions. Examples included the one-day conference on "The Impact of Title VII on Collective Bargaining," attended by 150 trade unionists.

In addition to formal educational programs and activities, Labor Center Coordinators continue to devote about one-fourth of their time to requests for consulting services from labor, community, and government sources. They are also frequently called upon to assist students or faculty members with research.

As an example of technical service, the membership attitude survey for Pressmen's Local 14 (described in the 1973-74 Annual Report) was completed in Spring 1975. One of the most comprehensive in-depth studies of a local union yet attempted by an American university, the final report has been placed in the Institute Library, with the basic data stored on tapes for interested researchers. The union's leadership printed the report, in full in the union newspaper — a courageous decision since the report, while generally favorable, indicated some areas of membership dissatisfaction with the union's achievements, policies, and leadership. The union paid the full cost of the project, except for the consulting time of the Center Coordinator, Norman Amundson. (As mentioned on p. 47, this project also provided a valuable training experience for a sociology doctoral candidate, Jane Grant.)

Labor Center Staff

Early in 1975, Governor Brown appointed the Center's Chairman, Donald Vial, Director of the California Department of Industrial Relations, a position of critical importance to trade unionists in the state. His selection represents a splendid gain for the state — and a substantial loss to the Institute and to the Center.

During Vial's absence in Sacramento, Norman Amundson has acted as Center Coordinator, assisted by Peter Guidry and Bruce Poyer. The Center has also obtained the services of Paul Chown, former Research Director for the United Electrical Workers, and of John Sloan, of the AFL-CIO Labor Studies Center. Chown has been associated the Labor and Urban Studies Program as an instructor and as a curriculum development consultant, and is also part-time Coordinator of Labor Programs. Sloan, who has had extensive labor education

experience both in his own union, the American Newspaper Guild, and as an education specialist with the Labor Studies Center in Silver Spring, Maryland, will be associated particularly with the Center's expanded public employee relations training program and the residential institutes conducted with the AFL-CIO Center.

Looking to the Future

Despite significant budgetary cutbacks, the Center maintained its level of service to labor and expanded its activities through such innovative programs as the Labor and Urban Studies Program, the Labor Occupational Health Program, and the Workers Exchange Program. This record would have been impossible without the continuing and substantial Ford Foundation support and generous assistance from members of the Institute staff and faculty, especially the California Public Employee Relations Project. Ford Foundation funding has made it possible to expand the staff. Examples include Professor Herbert Perry's assistance in carrying out the Workers Exchange Program, the addition of Andrea Hricko's and Janet Bertinuson's technical skills to the Labor Occupational Health Program, and Chown's curriculum development work in the Labor and Urban Studies Program.

Although outside support has permitted the Center to strike out in novel directions, there is increasing demand from within the labor movement for services which are not specially funded. In recent years, requests for staff assistance for short-term educational programs — dealing with such subjects as collective bargaining, grievance procedure, and labor legislation — have grown beyond staff capacity. Many requests for educational assistance now come from public sector unions. In turning down requests for assistance which the Center has not been able to handle, it has had to review its priorities continually. Particular problems have arisen from requests made by small groups or those from outlying areas. Substantial funding will be needed, if the Center is to meet the major increase in demands anticipated once a new California public employee labor relations act is passed. Efforts are under way to obtain this funding.

Aside from the public employee area, there are other present and anticipated needs. As experience in the Bay Area demonstrates, there is a substantial unmet demand for college-level labor studies courses. Although the role of labor studies in the Extended University is still an open question, efforts to date have been focused on stimulating and assisting the development of such courses in community colleges. Although all of the Center's Coordinators teach in the Labor and Urban Studies Program, the Center's future role will be not to teach these courses, but to develop curricula, to train teachers, and to design and write texts and other teaching material. First steps in this direction have been taken.

As a result of the recently enacted California farm employees law, expanded demand from the agricultural sector is expected. One result of the representation elections, to start in late summer 1975, will be the demand by newly formed farm worker units for education and information on collective bargaining techniques, grievance handling and arbitration procedures, union structure and administration, fringe benefit program development, and similar topics. Meeting these new demands will substantially drain staff time.

Economic questions have become a focus for most of the Center programs, particularly as prices and unemployment escalate. In the light of this central concern, environmental questions have sometimes become more confusing, but often also more directly challenging. A short time ago, for example, the energy crisis was only an academic issue; last year it became a matter of getting enough gas to attend class. The steady increase in

transportation costs has put real pressures on most workers and in many cases has reduced job opportunities as the cost of mobility increases. The evolution of the energy problem has been to merge environmental and economic issues into one gigantic problem of social planning. Handling these issues meaningfully poses an enormous challenge for the entire staff.

MANAGEMENT PROGRAMS

The Management Programs section of the Institute's community services activities employs three general formats: general conferences, continuing seminars, and "tailor-made" programs for a particular segment or unit of the management community. During 1974-75, Management Programs' efforts were largely devoted to the rapidly changing area of public employee bargaining (discussed on pp. 21-24). In addition, the Programs organized three three-day conferences on the Comprehensive Employment and Training Act for the U.S. Department of (Labor (see p. 10). Other activities of the programs – a number of seminars and conferences – are reported here.

Continuing Seminars

Two seminars continued – the Social Science-Management Seminar, functioning since 1968, and the Philosophy of Management Seminar, running since 1966.

Social Science-Management Seminar. Two programs utilizing the format of the Social Science-Management Seminar, one in expanded form, were held in connection with foreign visitors and scholars. In March 1975, Dr. Ehud Harari, a Research Associate in the Center for Japanese and Korean Studies, University of California at Berkeley, and a senior lecturer in the Departments of Political Science and East Asian Studies, The Hebrew University, Jerusalem, discussed his findings on organization development problems experienced by the foreign multinational corporation in the United States. Although considerable research has been done on the experiences abroad of U.S. multinationals, little is known in this country about the experiences of foreign multinationals with operations here.

"Democratization and Humanization of Work," a day-long seminar, utilized an expanded Social Science-Management format. The program was arranged in cooperation with the Swedish Embassy Labor Attache. Because of a wide interest, invitations were extended to representatives from organized labor and members of the faculty, as well as to an expanded management invitee list. The experts from Sweden included Dr. Sven Kvarnstrom, Chairman of the Swedish Association of Industrial Physicians and head of the health department of a large manufacturing firm producing electrical equipment and machinery. Dr. Kvarnstrom reported on his pioneering work in adapting the workplace to human operations. Stig Gustafsson, Legal Advisor to TCO, the white-collar workers' federation, and a member of Parliament, discussed his work as a member of the Royal Commission drafting a new collective bargaining act and a new act on employment security. Eric Karlsson, head of the Education Department of the Swedish Confederation of Trade Unions, commented on these pieces of legislation as viewed by organized labor. Rolf Lindholm, a director of the Swedish Employers Federation and a specialist on independent work groups and payment systems, reviewed the negotiations and experiments, particularly in the automobile industry, under way on a new plant design and increased use of independent work groups.

Faculty members who participated in these seminars included Professors Karlene Roberts, Raymond Miles, and George Strauss (Business Administration) and Sheldon Zedeck (Psychology).

Philosophy of Management Seminar. The Corporate Dilemma: Traditional Values vs Contemporary Problems, by Professors Dow Votaw and Prakash Sethi (Business Adminis-

tration), was the background reading for the 1974-75 series of seminars. Votaw participated in the second of four sessions. In the final seminar of the series, Professor Mason Haire, currently on leave from the Massachusetts Institute of Technology and a former member of the Institute faculty, was a guest of the group. Haire founded these seminars. Richard Holton, Dean, School of Business Administration, and Lloyd Ulman, Director of the Institute, served as co-chairmen of the seminars.

Conferences

Three conferences sponsored by the Management Programs are discussed elsewhere in this Report. These dealt with the "Comprehensive Employment and Training Act," "Labor Relations for Elected Officials," and "Collective Bargaining for Public Employees? California's Proposed Legislation."

Fair Labor Standards Act in the Public Sector. The extension of provisions of the Fair Labor Standards Act to state and local political instrumentalities, particularly those relating to fire protection and law enforcement, was the subject of another conference on January 14, 1975. Principal panelists were Herbert J. Cohen, Assistant Administrator for Fair Labor Standards, Wage and Hour Division, U.S. Department of Labor, Washington, D.C.; and John Silver, Assistant Regional Administrator, Employment Standards Administration, Wage and Hour Division, San Francisco. Other speakers were Michael T. Mitchell, Chief, Los Angeles Fire Department; John Ream, Deputy Chief, Oakland Police Department, and James Simmons, State Department of Conservation, Forestry Division.

Management's Rights and Responsibilities: Administration of Collective Bargaining Agreements in Health Care Facilities was the title of a two-day program, held in San Francisco March 6-7. It was arranged in cooperation with Continuing Education in Nursing, U.C., San Francisco. Instructors were George Constantino, Jr., Senior Labor Relations Manager, Foremost-McKesson, Inc., San Francisco; Thomas J. Kane, an attorney associated with the law firm of Corbett, Welden, Kane and Hartman, Berkeley; and John K. Hislop, Coordinator of Management Programs. The program covered collective bargaining issues and contract administration for proprietary and nonprofit health care facilities, which are covered under the National Labor Relations Act, and for district hospitals, which are subject to the state's Meyers-Milias-Brown Act. Major emphasis was placed on the private sector, as more than 90 per cent of the participants came from this sector.

Graduate Research Assistance

Requests are received from doctoral candidates for assistance in gaining access to business organizations to obtain data for dissertations. Three such requests were accommodated during the current academic year (see p. 47). The opportunity for students in the concluding stages of academic training to have access to data and background information substantially aids development of the student's major work. Experience to date indicates that students value these arrangements. They gain a better "feel" for the data with which they are working, and they are able to discuss with the organization problems or changes in organization policy which may have an impact upon interpretation of their collected data.

From the standpoint of the business organization, two specific benefits accrue. The organization is given the research findings and can then interpret and apply them to its own specific needs. Secondly, management benefits from direct and prolonged exposure to current research, which also serves to suggest to the enterprise new areas for exploration. In

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one case, research findings are being used as a benchmark against which an enterprise will measure the effectiveness of a two-year training program for middle and upper level managers.

Traditionally, upon completion of research findings, the doctoral candidate reports to a session of the Social Science-Management Seminar. In the December 1974 session Moshe Krausz reported on his research.

Student Chapter - NCIRC

John K. Hislop, Coordinator of Management Programs, serves as Chairman of the Northern California Industrial Relations Council's Committee on Student Chapter Organization, in a liaison capacity between the Berkeley Student Chapter and the sponsoring organization, NCIRC, one of more than 200 chapters of the American Society for Personnel Administration.

Among the more important purposes of the Student Chapter are (1) promotion of personal contacts and associations between members of the Student Chapter and the members of the NCIRC; (2) provision of a forum for exchanges of views on personnel and industrial relations matters between member students and industrial relations personnel; and (3) creation of opportunities for student members to gain first-hand knowledge of the operations of personnel and industrial relations departments in business, government, and non-profit organizations.

The Institute provides staffing and clerical services, as needed; Hislop arranges speakers for Chapter meetings, makes the necessary contacts for students with projects, and works with the Chapter's Faculty Advisor, Professor F. T. Malm (Business Administration), in carrying out the Chapter's program.

THE JOURNAL

Industrial Relations, the Institute's journal, is now in its fourteenth year. It continues to publish articles from a wide variety of disciplines and from institutions all over the world. Its Editorial Board is primarily from Berkeley, with added representation from the UCLA and Irvine campuses, and from the California Polytechnic State University at San Luis Obispo.

Both the number and quality of the articles submitted have been growing at a steady rate, putting an increasing burden on our reviewing editors. During the year ending August 31, 1975, over 200 articles were received, of which 22 were accepted for publication. Since some published articles were specifically invited, the rejection rate of unsolicited articles runs around 90 per cent.

Recent issues have included a symposium on "Union Financial Data," analyzing the financial practices of American trade unions, an "exchange" on Communism and trade unions, and articles on multinational unionism, Yugoslavian workers' participation in management, the role of women in the labor force in the U.S. and abroad, public employee bargaining, organization-environment relationships, opportunities for workers' discretion on the job. A symposium on "Union Government: An International Comparison" is planned.

Circulation remains steady at 2,400 subscribers. Evidence of the journal's broad international reputation is shown by the results of a recent circulation analysis: more than 20 per cent of its subscriptions come from abroad, an increase of 11 per cent in seven years. Distribution of remaining subscriptions shows 40 per cent from university libraries, 20 per cent from academic individuals, 13 per cent from business and government agencies, and 6 per cent from management and labor. *Industrial Relations* is now available in micro-form from Xerox University Microfilms, Ann Arbor, Michigan.

As noted in the last Annual Report, one possible measure of IR's impact is the number of requests received for permission to reprint its articles in anthologies, etc. These requests now average more than 50 annually. It was among the first of the social science journals to make a charge for such permissions, a practice now generally adopted by journals in psychology and economics. IR shares half of its permission fees with authors, a practice also widely copied now.

Raymond E. Miles is the Editor; George Strauss, Associate Editor; Barbara Porter, Managing Editor; Heidi Seney, Assistant Editor; Hazel Grove; Circulation Manager, and L. Denise Curtis, Assistant Circulation Manager.

A meeting of the Board of Editors was held on February 7, 1975, attended by representatives from Berkeley, Los Angeles, Irvine, and San Luis Obispo. The key topics under discussion were circulation, future symposia topics, and expansion of the Board of Editors.

THE LIBRARY

The Institute Library is a selective, interdisciplinary collection of approximately 11,600 volumes, 950 currently received serials, and 36,000 cataloged non-book items such as documents, publications of university and other research organizations, labor union and employer publications, collective bargaining agreements, bibliographies, and miscellaneous pamphlets. In addition to acquiring selected basic works in the core subject areas, the Library has placed particular emphasis during 1974-75 on acquisition of materials on discrimination in employment and affirmative action programs, manpower policy and utilization, unemployment, public employee labor relations, and organizational development and behavior. During the year ending June 30, 1975, 563 volumes were added and 119 withdrawn; 1143 pamphlets were added and 21 withdrawn. Many non-book items received during the past year are being held uncataloged due to reduction in the Library staff last August. Since reference and other public service functions were not curtailed, cataloging backlogged and over 700 fewer titles were processed than in 1973-74.

The Library has gratefully welcomed the generosity of friends. This year two faculty members made modest allocations from their research grants; a Visiting Research Fellow, a faculty member, and a former student made small money contributions, and several others donated publications. Purchases were also made from the Melnikow Memorial Fund and the new Robert H. Turner Memorial Fund. Bob Turner was a graduate of the first class in the Institute's Minority Trade Union Leadership Training Program in 1970, and his friends established this memorial book fund after his death in September. The fund is being used to purchase books on minorities in the labor movement and labor force, labor history, arbitration and mediation, and public sector unionism.

Of the 166 volumes cataloged for the book collection during the year, over half were purchased on grant and memorial or other gift funds, or were received as gifts, exchanges and journal review copies. Only about one tenth of the serial titles are purchased. Many valuable research studies, reprints, etc., are received from other industrial relations institutes and schools under reciprocal exchange agreements. Most pamphlets and government documents are obtained as gifts.

The Campus Personnel Office provided financial support this year by having their subscription to the expensive BNA service, *Collective Bargaining Negotiations and Contracts*, sent directly to our Library, and by forwarding their issues of three periodicals to us on a delayed basis. Cancelling our subscriptions to these four titles represents an annual saving of \$340. Six other subscriptions were cancelled after a periodical/serial review last year.

Although the staff and allied faculty of the Institute and students in industrial relations, labor, and organizational behavior form the primary clientele, the Library is used by U.C. faculty, research, and administrative staffs, and students from as many as 20 different departments. Other users include visiting scholars, representatives of labor and management, consultants, arbitrators, government officials, faculty and students from other educational institutions, staffs of other libraries, and unaffiliated individuals pursuing personal interests.

The Library is staffed by Gwendolyn Lloyd, Librarian; Opal K. Pannell, Library Assistant; and a part-time Library Assistant (Judith Johnson through June 1975, Janet Remer beginning in July). The staff provides informed and individualized reference service,

and the Library continues to be a valuable source for specialized materials not available elsewhere on campus, as well as for additional copies of books and journals heavily used in other campus libraries. During the year the Library staff handled at least 1000 reference questions of varying complexity and gave individualized instruction to 375 or more persons in the use of the Library, the card catalogs, and other reference sources. Lloyd gave special orientation lectures on the use of labor arbitration services in preparing arbitration cases to students in two Arbitration Institutes conducted for unionists by the Labor Center. She and Pannell also held special evening sessions in the Library to assist these students in researching their practice cases.

FACULTY PUBLICATIONS AND PROFESSIONAL ACTIVITIES

1974-75

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

Publications

Writes column on industrial relations for the *Journal of Nursing Administration*.

Professional Activities

Member, Board of Directors, Printing Specialties Union Retirement Center

Consultant, Oakland Public Schools on textbook selection

Member, Citizens Task Force for East Bay Regional Park District Master Plan

Earl F. Cheit

Publications

The Useful Arts and the Liberal Tradition (New York: McGraw-Hill, 1975).

More Than Survival: Prospects for Higher Education in a Period of Uncertainty (San Francisco: Jossey-Bass, 1975) (principal author).

"The Systems Challenge: How to be Academic Though Systematic," *Higher Education and the State* (Washington, D.C.: American Council on Education, 1975).

"What is the Academic Field of Business and Society and Where is it Going?" *AACSB Bulletin*, July 1975.

Professional Activities

Trustee, Chatham College, Pittsburgh, Pa.

Chairman, Academic Program Review Committee for Education, University of California System

Member, Regents' (State of New York) Advisory Commission on the Financial Problems of Postsecondary Institutions

Member, University Art Museum Council Board of Directors, University of California Berkeley

Member, Commission on Leadership Development in Higher Education, American Council on Education

Joseph W. Garbarino

Publications

Faculty Bargaining: Change and Conflict (New York: McGraw-Hill, 1975), with Bill Aussieker.

Professional Activities

Presented paper on "Collective Bargaining by Professionals in the United States," at a UCLA Institute of Industrial Relations conference

Margaret S. Gordon

Publications

Editor, *Higher Education and the Labor Market* (New York: McGraw-Hill, 1974).

"The Changing Labor Market for College Graduates," *Higher Education and the Labor Market*.

"The Labor Market and Student Interests," *Liberal Education: The Bulletin of the Association of American Colleges*, May 1975.

R. A. Gordon

Publications

"Planning for Full Employment," in R. Mayer, *et al.*, eds., *Centrally Planned Change* (Urbana: University of Illinois Press, 1974).

Professional Activities

Lectured to Industrial College of Department of Defense, February 1975; to Atlanta Economics Club, February 1975

Executive Committee, Project LINK; arranged 1974 program of American Economic Association (December 1974); President of American Economic Association, 1975

Consultant to State Department of Finance; addressed special session of both houses of State Legislature; testified before two Congressional committees

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

Member, Bay Area Urban League At-Large Committee

Served as Hearing Officer and Arbitrator for disputes involving Tenants Union and Oakland Housing Authority, Alameda Housing Authority

Panel Judge, California State Federation of Labor Scholarship Awards

Judge, Scholarship Award, Local 1245, International Brotherhood of Electrical Workers

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John K. Hislop

Publications

“Influencing the Legislative Process,” *Research Management*, March 1975.

Professional Activities

Chairman of the Committee on Organization of a Student Chapter of the Northern California Industrial Relations Council, member of Committee on Research and Recognition

Member, Committee on Legislation, Northern California Chapter of the American Society of Insurance Management

Gwendolyn Lloyd

Publications

Co-author. *Collection Development for Labor Materials: Selection/Acquisition Aids* (Berkeley, Institute of Industrial Relations Library, University of California, 1975), mimeographed.

Co-author, *Labor Archives Supplement* (1975), mimeographed.

Professional Activities

Member of the University-wide Special Committee to Study Librarian Salaries (Administration committee; third year)

Member of compiler team for *Industrial and Labor Relations Thesaurus*, a project funded by a U.S. Department of Labor grant to the New York State School of Industrial and Labor Relations (Preliminary edition, February 1975)

Discussion leader for session on “Collection Development for Labor Materials,” July 1, 1975, at American Library Association Conference, San Francisco

Selected and indexed UC Berkeley titles for inclusion in *Industrial Relations Theses and Dissertations, 1973* (Ottawa: Canada Department of Labour, 1975)

Participated in Annual Conference of Committee of University Industrial Relations Librarians, June 19-20, Ottawa, Canada

Raymond E. Miles

Publications

Organizational Behavior: Research and Issues (Madison, Wis.: Industrial Relations Research Association, 1974 (co-editor with George Strauss). Also contributed two chapters.

Theories of Management: Implications for Organization Behavior and Development (New York: McGraw-Hill, 1975).

“Organization and Environment: Concepts and Issues,” *Industrial Relations*, October 1974 (with Jeffrey Pfeffer and Charles Snow).

Professional Activities

Presented paper on "Organization and its Influence on the Planning Process,"
International Conference on Planning, San Francisco, May 1975

Presented paper on "Authors and Issues," General Management Training
Center, U. S. Civil Service Commission, May 1975

Consultant to and Instructor in First University of California Management
Development Institute, Davis, Summer 1974

Jeffrey Pfeffer

Publications

"Cooptation and the Composition of Electric Utility Boards of Directors,"
Pacific Sociological Review, July 1974.

"Some Evidence on Occupational Licensing and Occupational Incomes,"
Social Forces, September 1974.

"Organization-Environment: Concepts and Issues," *Industrial Relations*, Octo-
ber 1974 (with R.E. Miles and C.C. Snow).

"Stability and Concentration of National Science Foundation Funding in So-
ciology, 1964-1971," *American Sociologist*, November 1974 (with G.R.
Salancik and H. Leblebici).

"The Bases and Use of Power in Organizational Decision Making: The Case of
a University," *Administrative Science Quarterly*, December 1974 (with
G.R. Salancik).

"Organizational Legitimacy: Social Values and Organizational Behavior,"
Pacific Sociological Review, January 1975 (with J. Dowling).

"Determinants of Supervisory Behavior: A Role Set Analysis," *Human Rela-
tions*, 28, 1975 (with G.R. Salancik).

Professional Activities

Presented paper on "The Structural and Sociopsychological Study of Organiza-
tions," Panel at the 69th Annual Meeting of the American Sociological
Association, Montreal, August 1974

Consulting Editor, *American Journal of Sociology*

Member of the Editorial Board, *Administrative Science Quarterly*

Bruce Poyer

Professional Activities

Program Chairman, Industrial Relations Research Association, Bay Area Chapter
Western Area Vice President, University and College Labor Education Association

Member, Bay Area Committee on Occupational Safety and Health

Chairman, Labor Subcommittee, Task Force on Economic Planning, California
Commission for Economic Development

Karlene H. Roberts

Publications

- "A Thousand Ways: A Flexible Design for Behavioral Research in Multi-National Organizations," in R. Holton and S.P. Sethi, eds., *Management of the Multi-Nationals* (New York: Free Press, 1974).
- "Information Filtration in Organizations: Three Experiments," *Organizational Behavior and Human Performance*, 11, 1974 (with C.A. O'Reilly III).
- "Failures in Upward Communication in Organizations: Three Possible Culprits," *Academy of Management Journal*, 17, 1974 (with C.A. O'Reilly III).
- "Measuring Organizational Communication," *Journal of Applied Psychology*, 59, 1974 (with C.A. O'Reilly III).
- "Professional Employees' Preference for Upward Mobility: An Extension," *Journal of Vocational Behavior*, 5, 1974 (with C.A. O'Reilly III and G.E. Bretton).
- "Communication: A Way of Viewing Organizations," *Proceedings of the Academy of Management*, 1974 (with C.A. O'Reilly III).
- "Organizational Theory and Organizational Communication: A Communication Failure?" *Human Relations*, 27, 1974 (with C.A. O'Reilly III, G.E. Bretton, and L.W. Porter).

Professional Activities

- Editorial Boards: *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Vocational Behavior*
- Chairman, Scientific Affairs Committee, Division of Industrial and Organizational Psychology, American Psychological Association
- Winner, American Psychological Association, Cattell Sabbatical Supplementary Award (for 1975-76)
- Improving the Quality of Work Life: Managerial Practices* (Washington, D.C.: U.S. Department of Labor, 1975).

Professional Activities

- Chairman, Session on Apprenticeship, Annual Meeting of the Industrial Relations Research Association, December 1975
- Member of the Editorial Board, *Teaching of Organizational Behavior*
- Member of the Executive Committee, Industrial Relations Research Association
- Member, Personnel Board, City of Berkeley

Leo Seidlitz

Publications

- "Doses to the Vertebral Marrow During Common X-ray Measurements," *Investigative Radiology*, 9, 1975 (with A.R. Margulis).

George Strauss**Publications**

Co-editor, *Organizational Behavior: Research and Issues* (Madison, Wis.: Industrial Relations Research Association, 1974).

"Job Satisfaction, Motivation, and Job Redesign," in *Organizational Behavior: Research and Issues*.

"Alternative Approaches to Improving Apprenticeship Effectiveness," *Apprenticeship Training in the 1970's*, U.S. Department of Labor Manpower Research Monograph No. 37.

"Is There a Blue Collar Revolt Against Work?" in James O'Toole, ed., *Work and the Quality of Work Life* (Cambridge, Mass.: MIT Press, 1974).

"Union Financial Data: Symposium Introduction," *Industrial Relations*, May 1975.

Professional Activities

Presentation on "New Vistas in Manpower Policy," California Mid-Year Manpower Policy Conference, San Francisco, December 1974

Member, California Emergency Employment Task Force (appointed January 1975)

Speaker, four seminars for local manpower officials sponsored by U.S. Department of Labor in Las Vegas, Fresno, Santa Ana, Santa Cruz, February 1975

Invited witness, California State Assembly Committee Hearing on Public Employment, Los Angeles, February 1975

Keynote address, International Association of Personnel in Employment Security, Sacramento, May 1975

Lloyd Ulman**Publications**

"The Rise of the International Union?" in R.J. Flanagan and A.R. Weber, eds., *Bargaining without Boundaries – The Multinational Corporation* (Chicago and London: University of Chicago Press, 1974).

"Multinational Unionism: Incentives, Barriers, and Alternatives," *Industrial Relations*, February 1975.

Professional Activities

Member, National Manpower Policy Task Force

Consultant, U.S. Treasury Department

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Don Vial

Professional Activities

Chairman, West Side Planning Group

Board member, Save San Francisco Bay Association

Western Representative of the University Labor Education Association

Member, Board of Directors of KQED

Appointed by Governor Brown as Director, California State Department of Industrial Relations, March 1975

Michael L. Wiseman

Publications

“Public Service Employment: How Should Participants be Selected?” in Paul Bullock, ed., *A Full Employment Policy for America* (Los Angeles: UCLA Institute of Industrial Relations, 1974).

“Evaluating Social Services: Did the General Accounting Office Help?” *Social Service Review*, September 1974 (with Gerald Silverman).

“An Expanded Public Service Employment Program: Some Demand and Supply Considerations,” *Public Policy*, Vol. 23, No. 1, 1975 (with Frank Levy).

INSTITUTE PUBLICATIONS 1974-75

Through its extensive publications program the Institute seeks to disseminate the research by its faculty staff members to the academic community and the general public. Publications include two journals, a faculty reprint series, proceedings of Institute conferences, and, less frequently, books and pamphlets. A complete listing of all Institute publications is issued regularly and may be obtained on request; a list announcing new reprints is mailed annually to over 5,000 individuals and institutions.

Inquiries regarding our publications program come from students, professors, libraries, unions, business firms, and interested individuals throughout the world. In addition, our publications are used as required reading in a number of courses taught in colleges around the country and in various courses and seminars sponsored by the Institute. Because the Institute views its publications program as an important public service, no charge is made for single copies of 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; Linda Datz, publications assistant; and L. Denise Curtis, assistant circulation manager.

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

Community services project providing timely and useful information on employer-employee relations in California public employment. Contains analytical articles, in-depth news coverage, legislative developments, and reprints of documents in the fields of local government, education, and state service.

Published four times yearly. Subscription rates: one year, \$15.00; two years, \$25.00; single copies, \$4.00 (reduced rates on some back issues;) special discounts for bulk orders.

II. Faculty Reprint Series 1974-75

- 389 "Organization-Environment: Concepts and Issues," by Raymond E. Miles, Charles C. Snow, and Jeffrey Pfeffer. Reprinted from *Industrial Relations* (1974).
- 390 "Job Satisfaction, Motivation, and Job Redesign," by George Strauss. Reprinted from *Organizational Behavior* (1974).

- 391 "Organization Development," by Raymond E. Miles. Reprinted from *Organizational Behavior* (1974).
- 392 "Some Evidence on Occupational Licensing and Occupational Incomes," by Jeffrey Pfeffer. Reprinted from *Social Forces* (1974).
- 393 "Multinational Unionism: Incentives, Barriers, and Alternatives," by Lloyd Ulman. Reprinted from *Industrial Relations* (1975).
- 394 "Alternative Approaches to Improving Apprenticeship Effectiveness," by George Strauss. Reprinted from *Apprenticeship Training in the 1970's: Report of a Conference* (1974).
- 395 "An Expanded Public-Service Employment Program: Some Demand and Supply Considerations," by Frank Levy and Michael Wiseman. Reprinted from *Public Policy* (1975).
- 396 "Science and the Purposes of Knowledge," by Reinhard Bendix. Reprinted from *Social Research* (1975).

III. Miscellaneous Publications

Doctors' Unions and Collective Bargaining, proceedings of a conference sponsored by the Center for Labor Research and Education and the American Federation of Physicians and Dentists, in Berkeley, April 27-28, 1974; Philip R. Alper, M.D., editor. \$8.00.

Accounting and Office Manual for Labor Unions, by Harry C. Fischer, C.P.A. Revision of Fischer's 1961 manual incorporating significant changes and new developments in the Labor-Management Reporting and Disclosure Act, and providing a comprehensive review of the functions of the financial office of the local labor union. (1975) \$8.50.

Growth Management Seminars. Four papers presented at a conference sponsored by the Institutes of Industrial Relations at Berkeley and Los Angeles and the Institute of Urban and Regional Development at Berkeley, December 1974. (Copies no longer available.)

The Changing World of Work, report of the Western Assembly of Workers sponsored by the Center for Labor Research and Education and the American Assembly, Columbia University, in Palo Alto, September 27-29, 1974. (Copies no longer available.)

This list does not include a substantial number of faculty publications which have not appeared in our Institute reprint series. See pp. 38-44 of this Report.

STUDENT ACTIVITY

Many of the Institute's projects and activities, described in the preceding pages, were made possible by the ability and the energy of graduate students who served as Research Assistants. At the same time, these Research Assistants were enriched by their association with the Institute — with its faculty research, staff, and Library.

In 1974-75, the Institute employed 25 graduate students as Research Assistants. For the most part, these students assisted specific members of the faculty, and their work has been noted elsewhere in this Report. They did graduate study in the following departments: Business Administration, 10; Economics, 6; History, 3; Psychology, 4; Sociology, 2. Four more students worked on their dissertations under grants from the U. S. Department of Labor, Manpower Administration.

During the year, the Institute also provided office space and other services to 10 additional doctoral dissertation students who had no financial connection with the Institute but who were writing their theses in the field of industrial relations. This proved beneficial, because it brought students from all the industrial relations disciplines together under one roof — rather than isolated from each other in their own academic departments.

Numerous other students have made use of the Institute Library in their research and/or have been aided by members of the Institute staff. Doctoral students have increasing need for contacts with organizations which might provide research sites for their theses. The Institute's Management Coordinator is often in a position to provide the necessary introductions. For example, Moshe Krausz (Psychology), introduced to a number of business organizations, was able to survey a cross-section of employees to gather necessary data for his dissertation, "Organizational Choice and Reward Preference at Different Life Stages." Similar assistance was given to Denise Rousseau (Psychology) for her dissertation, "An Examination of the Job Characteristics of Socio-Technical Systems." With regard to the latter dissertation, assistance of the Northern California Industrial Relations Council was obtained.

Katherine Swartz, a doctoral candidate in Economics at the University of Wisconsin, was given access to the personnel files of a large multinational corporation to obtain data for her dissertation, "Screening As a Dynamic Process in the Labor Market." The corporation also offered to provide background information on changes in the corporate environment during the five-year period under examination. Henry Coleman (Business Administration) was also provided with contacts for his dissertation.

Other Institute-supplied contacts have led to what are the equivalent of student internships. Jane Grant, a Ph.D. candidate in Sociology, helped develop and administer an attitude survey for Local 14 of the Pressmen's Union; her expenses were paid by the union. The Institute arranged for Kenneth Absalom, MBA candidate in Business Administration, to assist Harry Polland, labor consultant, in gathering data for negotiations between Teamsters' Local 265 and the Yellow Cab Company; this project resulted in a BA 299 paper. Relying in part on the experience gained in this endeavor, Absalom obtained a full-time position as a staff representative for the California Nurses Association upon his receipt of the MBA.

On the basis of Institute referral, another MBA candidate, Ina Spinka, gained an opportunity to do staff work in connection with the introduction of a "flex-time" system into the City of Berkeley. Her BA 299 paper, "Planning, Implementation, and Analysis of Flexible Working Hours," describes this activity. Her research no doubt also contributed to her recent appointment as a member of the Berkeley Personnel Board. Finally, a third MBA candidate, Mark Buxton, worked with our Labor and Occupational Health Program to conduct the research underlying his BA 299 paper, "The Effects of Environmental Pressures on the Division of Industrial Safety."

Doctoral Dissertations Completed

The following is a list of Ph.D. doctoral dissertations completed during 1974-75 by students connected with the Institute.

Bill Aussieker (Business Administration), "Faculty Collective Bargaining in Community Colleges," December 1974 (J. W. Garbarino, Chairman)

Alexander J. Field (Economics), "Educational Reform and Manufacturing Development in Mid-Nineteenth Century Massachusetts," December 1974 (Albert A. Fishlow, Chairman)

Betty C. Heian (Economics), "Migration of Manpower into Postwar Germany from Labor Surplus Regions of Western Europe," June 1975 (Bent Hansen, Chairman)

H. Allan Hunt (Economics), "Registered Nurse Education and the Registered Nurse Job Market," December 1974 (Lloyd Ulman, Chairman)

Moshe Krausz (Psychology), "Organizational Choice and Reward Preference at Different Life Stages," June 1975 (Sheldon Zedeck, Chairman)

Joseph A. Robinson (Business Administration), "Women Managers: Aids and Barriers in Their Career Paths, Performance, and Advancement," December 1974 (George Strauss, Chairman)

Jerome I. Steinman (Business Administration), "Some Antecedents of Participative Decision-Making," December 1974 (Raymond E. Miles, Chairman)

Louise B. Wolitz (Economics), "Analysis of the Labor Market for Policemen," December 1974 (Lloyd Ulman, Chairman)

Harold Wong (Economics), "The Relative Economic Status of Chinese, Japanese, Black, and White Men in California," December 1974 (Michael L. Wiseman, Chairman)

Graduate Students

The following is a list of the graduate students who were on the Institute's staff during 1974-75.

Name	Department	Name	Department
Philip K. Armour	Sociology	Moshe Krausz	Psychology
Bill Aussieker	Business Admin.	Anthony Leong	Business Admin.
Harry Benham	Economics	Natalie Lun	Business Admin.
Theodore Bogacz	History	Philip McGough	Business Admin.
Daniel Boothby	Economics	Alan Meyer	Business Admin.
David J. Bowen	Business Admin.	William Moore	Business Admin.
George Cluff	Economics	Charles A. O'Reilly III	Business Admin.
Henry Coleman	Business Admin.	Dorothy Otterson	Business Admin.
Donald Dalton	Economics	Nola Reinhardt	Economics
Paul Farnham	Economics	Cynthia Rence	Economics
Lawtence Fogli	Business Admin.	Howard Rosenberg	Business Admin.
Kathleen Gerson	Sociology	Samuel Rosenberg	Economics
Howard Greenwald	Sociology	Kenneth Scott	Business Admin.
James Hodder	Economics	Katherine Strehl	Business Admin.
Rickie Jacobs	Psychology	Katherine Swartz	Economics
Melvin Jameson	Economics	Bruce Vermeulen	Economics
Lawrence M. Kahn	Economics	Harold Wong	Economics
John Kestell	Psychology		

Former Students

Many of the students who have been connected with the Institute during their graduate careers form lasting friendships with members of the staff. After the students leave to begin their professional careers, they often keep in touch with the staff and several of them have returned to spend their summers at the Institute. Some recent career developments are the following:

Paul Hartman is currently Chairman of the Department of Economics at the University of Illinois.

Peter Feuille is teaching at the State University of New York at Buffalo in the School of Management. Pete and Professor George Strauss are collaborating on an article.

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Sara Behman is Associate Dean, School of Business and Social Sciences, California Polytechnic State University in San Luis Obispo.

J. B. Ritchie moved several years ago from Michigan to Brigham Young University.

Alan Fisher has accepted a job with the Federal Trade Commission in Washington, D. C.

Stephen Engleman is still at the University of Glasgow and has recently been appointed director of a five-year study of industrial relations and manpower problems in the National Health Service. He is also co-author of a book on the British Industrial Relations Act.

Ernie Lightman has returned to Toronto after a stay at the London School of Economics.

Erwin Dreessen is also currently living in Canada. He and Gert and son Tone are living in Mount Lehman, B. C.

Charles Snow is teaching at Pennsylvania State and is collaborating on a book and an article with Professor Raymond Miles.

Robert and Frances VanLoo Flanagan are back in the area — he is Associate Professor at Stanford; she will teach two quarters this year in the Berkeley School of Business Administration.

Alexander Bergmann is still in Lausanne, Switzerland. He has written that he may visit us during the coming year.

Donald Dalton has accepted a job with the Federal Power Commission in Washington, D. C.

Laurence Seidman is in the Department of Economics at the University of Pennsylvania. He enjoys it but still misses Berkeley. His first book, *The Design of Federal Employment Programs* (published by Lexington Books) has recently appeared.

Any other alumni who wish to appear in future Annual Reports, please send your news.

VISITORS

The following is a partial list of visitors to the Institute during 1974-75:

E. G. Barber
Director — Personnel and Training
British Aircraft Corporation Ltd.
England

Paul Bradbury
Personnel Manager
International Tobacco Co.
England

D. F. Dufty
Dean, School of Social Sciences
Western Australian Institute of
Technology

Olivier Fouquet
Economic Adviser to the
President of France

Stig Gustafsson
Legal Advisor to TCO (the white
collar workers' federation) and
Member of Parliament, Sweden

Dafna Izraeli
University of Tel Aviv

Erik Karlsson
Head of the Education Department
of the Swedish Confederation of
Trade Unions (LO)

Aidan Kelly
University of Dublin

Kazuo Kikuno
University of Osaka

Dr. Sven Kvarnstrom
Chairman of the Swedish Assn. of
Industrial Physicians

Dominique Leger
Director of Price Stabilization
Government of France

Rolf Lindholm
Director, Swedish Employers'
Federation

David Soskice
Oxford University

Fingal Ström
Swedish Ministry of Finance

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. In the past academic year this concern prompted the clerical staff, assisted by professionals Bonnie Cebulski, Heidi Seney, and Clara Stern, to meet regularly to discuss ways of improving the Institute's work climate.

Five standing committees were established to deal with work allocation, information dissemination, building maintenance, equipment, and social activities. This has resulted in improved communications with the professional staff (including the first joint clerical-professional staff meeting held at the Institute), better coordination of work activities and assignments, the introduction of a program of performance appraisal to facilitate career development, the acquisition of improved office equipment, and long-overdue maintenance and repair work on the premises. The staff's efforts also produced *Inside the Institute*, a lively and informative semimonthly newsletter, and two central calendars to help with the scheduling of programs and the planning of work assignments.

Associate Director George Strauss drew from the above experiences for an article on "facilitative participation," to appear in a monograph for the U.S. Department of Labor entitled "Improving the Quality of Work Life: Managerial Practices."

The following is a list of the administrative and clerical staff members in 1974-75.

L. Denise Curtis

Assistant circulation manager and staff assistant for *California Public Employee Relations*

Eugene S. Darling

Secretary for the Labor Occupational Health Project

Linda P. Datz

Manager of Faculty Reprint Series and secretary in main office

Ethel L. Davis

Technical assistant for *California Public Employee Relations* and assistant book-keeper for the Institute

Valerie P. Douglas

Secretary and receptionist for the Labor Center

Christine J. Gloria

Secretary for Labor and Urban Studies Program

Hazel M. Grove

Circulation and business manager for *California Public Employee Relations* and *Industrial Relations*

Leslie S. Jaeger

Secretary for the Labor Center

Judith L. Johnson

Library assistant

Administrative and Clerical Staff cont'd.**Joan J. Lewis**

Senior administrative assistant

Judith A. Loney

Secretary for Management Programs

Opal K. Pannell

Library assistant

Barbara E. PorterManaging Editor of *Industrial Relations***Wendy A. Walvick**

Receptionist in main office and manuscript typist

Carolyn J. Williams

Administrative assistant for the Labor Center

THE PROFESSIONAL STAFF

(As of September 1975)

Norman E. Amundson	Coordinator of Labor Programs (Acting Chairman, Center for Labor Research and Education)
Janet R. Bertinuson	Coordinator, Labor Occupational Health Program
Bonnie G. Cebulski	Assistant Editor, <i>California Public Employee Relations</i>
Paul Chown	Coordinator of Labor Programs
Morris E. Davis	Coordinator, Labor Occupational Health Program
Robert A. Fowler	Coordinator, Labor Occupational Health Program
Peter Guidry	Coordinator of Labor Programs and Director, Labor and Urban Studies Program
John K. Hislop	Coordinator of Management Programs
Andrea M. Hricko	Coordinator, Labor and Occupational Health Program
Roger Lamm	Coordinator of Public Programs
D. Gwendolyn Lloyd	Librarian
Raymond E. Miles	Associate Director
Phillip L. Polakoff	Coordinator, Labor Occupational Health Program
J. Bruce Poyer	Coordinator of Labor Programs
Betty V. H. Schneider	Editor and Director, <i>California Public Employee Relations</i>
Leo Seidlitz	Coordinator, Labor Occupational Health Program
Heidi Seney	Associate, California Public Employee Relations Project
Clara S. Stern	Associate Librarian, California Public Employee Relations Project
George Strauss	Associate Director
Lloyd Ulman	Director
Don Vial	Chairman, Center for Labor Research and Education (on leave since March 1975)
Donald Whorton	Director, Labor Occupational Health Program