

REPORT ON
RESEARCH - TRAINING
AND
COMMUNITY ACTIVITIES
1966 - 1969



INSTITUTE OF INDUSTRIAL RELATIONS
UNIVERSITY OF CALIFORNIA, BERKELEY

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

1966-1969

Lloyd Ulman, Director
George Strauss, Associate Director
Margaret S. Gordon, Associate Director

August 1969

TABLE OF CONTENTS

	<u>Page</u>
I. OBJECTIVES, CONTINUING ACTIVITIES, AND NEW DIRECTIONS	1
II. RESEARCH AND OTHER PROFESSIONAL ACTIVITIES	5
Current Research Program	5
Research Projects of the Center for Labor Research and Education	15
Institute Sponsored Research Publications	18
Professional and Public Service Activities of Faculty Staff	31
The Journal	34
III. SUPPORT AND TRAINING OF GRADUATE STUDENTS	35
IV. COMMUNITY ACTIVITIES	37
Labor Programs	37
Management Programs	50
General Conferences	56
V. THE LIBRARY	58

FACULTY ADVISORY COMMITTEE

1969

David A. Clarke, Professor of Agricultural Economics (Chairman)

David E. Feller, Professor of Law

Joseph W. Garbarino, Professor of Business Administration

Edwin E. Ghiselli, Professor of Psychology

Ira M. Heyman, Professor of Law

John M. Letiche, Professor of Economics

Nelson W. Polsby, Professor of Political Science

Melvin M. Webber, Professor of City and Regional Planning

I. OBJECTIVES, CONTINUING ACTIVITIES, AND NEW DIRECTIONS

From its establishment in 1945 the Institute of Industrial Relations at Berkeley has concentrated on the following activities: (1) a campus program in support of faculty research and the research training of graduate students, and (2) a community program of educational offerings for trade union groups, industrial managers, and the general public. Beginning in the academic year 1963-64, this Institute, with active encouragement and support from the University Administration and the California Labor Federation, undertook to improve the quality and expand the scope of its community program affecting organized labor. These efforts resulted in the establishment within the Institute of a Center for Labor Research and Education and a Statewide Joint Labor-University Advisory Committee which has been meeting periodically to review the activities, programs, and plans of the Center. These activities are summarized below principally under section IV-1. Our continuing efforts have resulted in the desired enhancement in the quality, quantity, and coverage of our labor education programs and also in the production of original research related to community requirements.

Meanwhile, major academic and social developments in the field of labor have made it imperative that the Institute branch out in new directions as a condition of continued faithfulness to the spirit of the legislative mandate of 1945. Four such developments have stimulated the proposal of new institutional responses and are described below. The first two occur in research areas; the third in community education; and the fourth in an overlap of the domains of applied research and community education.

1. Education and the Labor Market

The first of these developments is related to the increasingly perceived overlap between the areas of economic, sociological, and psychological analysis of the job market, on the one hand, and of the field of education, on the other. Economists, for example, have been devoting increasing attention to these two questions: (a) what is the educational content of labor, considered as an economic resource; and (b) what are the relative economic contents of different forms and levels of education?

The Institute has recently been commissioned by the Carnegie Commission on the Future of Higher Education to conduct a series of studies on certain aspects of The Economic Appropriateness of Education, with particular emphasis on higher education. The purpose of this project, which will have a duration of three years, will be to generate research in the following broad areas:

- (1) The impact of changes in the structure and level of education in the work force on the definition and content of jobs and professional patterns.
- (2) The impact of changes in demand for and supply of labor force participants with degrees in higher education on salaries of graduates of institutions of higher learning, with emphasis on academic fields.
- (3) The locus of decision-making with respect to the number of academic places available to pre-professional students (whether decisions are effectively made by professional organizations, by employers of professionals, by students and parents, by public authority, by faculty, by the institutions of higher learning, by the general community).
- (4) The relative economic effectiveness of systems of higher education in selected foreign countries.

2. Income Maintenance

This is a time-honored area of research which has witnessed a rebirth of scholarly interest. This is due to the elevation of the problems of poverty and racial discrimination to objects of urgent social policy in the past decade and also to major proposed new policy approaches which have recently been generated. This renewed emphasis has been reflected thus far in three independent research developments in the Institute.

In the first place, Dr. Margaret S. Gordon has received a grant of \$25,000 from the Ford Foundation for research on "The Development of Income Maintenance Policies in Industrial Countries."

In addition, the Institute has been or will shortly be sponsoring three individual research projects in the area of incentive effects of alternative schemes of income maintenance. The first is by Professor Frank Levy of the Department of Economics; it seeks to integrate the economic theory of time preference and the social-psychological theory of fate control in an analysis of the methods of administration of welfare payments. The second will be by Professor Robert Hall of the Department of Economics on the incentive effects of family allowance as estimated from data associated with AFDC payments. Finally, Ulman and Hall will explore certain presumptive incentive effects of minimum wage subsidies.

3. Industrial, Community, and Racial Relations

In the past year or so it would appear that urban crisis issues have been imbedded in the context of industrial and employment

relationships. This has had the effect of requiring community leaders and policy makers to take account of the industrial relations aspects of racial and other community crisis problems; it has also had the effect of obliging the parties in industrial relations to seek to adapt to the wider "third party" implications of their own activities. This mutual interpenetration has been observed in such otherwise disparate areas as teaching, employment relations in hospitals, urban renewal, etc. It has resulted in a considerable increase in demand on the time of our non-faculty academic personnel-- those in charge of labor education as well as our Coordinator of Management Programs. We are attempting to respond both to the demands and to the generalized challenge in three directions.

(A) Education Program for Leadership Training of Minority Union Members. This will be a comprehensive residential program at the University for training young minority group unionists who already hold union office, primarily at the plant level as shop stewards, grievance subcommitteemen, etc. It has been made possible by a generous grant from the Ford Foundation.

The proposal reflects detailed discussions with a group of ten Negro and Mexican-American unionists in the Bay Area, and its development to date has been propelled by their enthusiasm. A few members of the group are middle-aged men and women who hold full-time positions as elected officers or appointed staff specialists. Predominantly, however, the group is composed of young men and women who work in the plants and contribute their own time to union duties. Their attitudes seem to be shaped by their involvement in both the mixed community of the trade union and the ghetto communities in which they dwell. Unlike minority groups who live in and react to a world of segregation, these young minority trade unionists live in a mixed world of discrimination and segregation. They--and we--view this program as serving two broad purposes:

- Generating community leadership from the minority group membership of trade unions.
- Increasing the influence of minority groups in racially mixed unions by developing Negro and Mexican-American leaders of exceptionally high professional competence.

The purpose of a six-month full-time residential program, in which the student unionists will be granted leave from their jobs (and will receive equivalent compensation as fellows) and from their unions, is to equip the students with an exceptionally high degree of competence as union officers and community leaders. Our fellow participants strongly prefer this type of course to the conventional night lecture series or summer institutes which they regard as too concentrated and sporadic for the purpose at hand.

The program has been designed as a pilot project. Provision is made for systematic evaluation of program design, course content,

instructional capability, and post-instructional careers of the students. Provision is also made for a Visiting Committee, composed of qualified individuals in minority movements, organized labor, and universities. Materials will be prepared for evaluation by this committee, which will then issue periodic appraisals of the program.

(B) Proposed Program of Cooperative Applied Research and Program Design. The Institute has recently been encouraged to elaborate on its plan for a continuing program of community research and educational activity, in which projects would be designed and executed by a staff member working in cooperation with various groups in the community. At the outset, the new program catalyst would address himself to projects in three areas. The first would be in the field of manpower programs, where the Institute would attempt to satisfy a rather urgent need for developing a community forum for the evaluation of training programs. These would involve not only representatives of community groups but also (perhaps in a continuing seminar) for officials in charge of the various governmental training projects which exist in such bewildering profusion in the Bay Area. The second area is housing, where our staff have already been consulting in connection with difficult problems concerning the interrelationships of construction unions and minority groups arising out of construction work in low-income housing projects. The contribution of the program catalyst here would be to find ways of involving minority community leaders in discussions with labor and management representatives at the highest possible levels of decision-making. The third area is health care, where the Institute's researcher and program catalyst would coordinate activities of the California Council for Health Plan Alternatives (created by organized labor to seek health care reforms) with the minority community to make certain that steps taken by the Council to improve the quality and accessibility of health services under negotiated plans result in improved services and quality care for the underprivileged.

(C) Minority Enterprise. The Institute, in conjunction with the School of Business Administration and with the help of representatives of the Black business community, sponsored a conference on increasing economic opportunity for the minority community.

4. Labor and Racial Relations in Public Employment

Within the past few years, this area has exploded into popular prominence, partly because of increased militancy and organization of public employees throughout the nation as well as in California, partly because the long-standing issues in this field have recently been raised in a new context of racial and urban tensions, partly because new legislation in California (the Meyers-Miliias-Brown Act) has placed a premium on local diversity. As a result of these developments, the Institute has been the recipient of mounting demands for information and educational programs, both from management and

trade unions. We have therefore decided to attempt to integrate a new series of educational programs with a periodic publication that would address itself exclusively to the analysis of developments in California in the area of public employment relations. The literary side of the endeavor is being directed by Dr. Betty Schneider, who, by virtue of both her own long-standing research interests in the field of public employee relations and her experience as Associate Editor of the journal, Industrial Relations, is uniquely qualified for this assignment.

In addition, the labor and minority group education programs which will be associated with this research have been assigned as the special province of one of the existing members of the Center staff.

II. RESEARCH AND OTHER PROFESSIONAL ACTIVITIES

1. Current Research Program 1968-69

Although individual faculty research projects continue to represent the major part of the Institute's research program, group research projects have also played a significant role in recent years. In 1966 the Institute developed plans for a five-year research program on Entry and Job Changing in a Large Metropolitan Labor Market, which is beginning to yield significant results. Our research program on Unemployment and the American Economy, which was supported for five years by a grant from the Ford Foundation, is continuing to yield publications. A grant from the National Institutes of Health is supporting a three-year study directed by Robert Blauner on Manhood Orientations and the American Race Problem. As mentioned above, the Institute has also received a grant from the Carnegie Commission on Higher Education for a three-year group research program relating to economic aspects of higher education. In addition, several group projects are being conducted by our Center for Labor Research and Education. These are described in a separate report relating to the Center's research activities.

To a very considerable extent, the Institute's group research projects have been designed to build a better bridge connecting our activities in professional research, community relations, and the training of graduate students. Our aim is to accomplish these interrelated objectives by conducting research into community

problems which will conform to professional standards, yield results of scholarly interest to the academic community and of immediate value to trade unionists, management, and the general public, and involve graduate students in independent work under the supervision of senior staff members.

The Institute's research program, as well as graduate seminars in labor economics, have benefited from the stimulation provided by visiting scholars who have held research appointments in the Institute in recent years or who have simply chosen to spend a sabbatical year on the Berkeley campus, centering their activities in our Institute. These have included Derek Robinson of Oxford University, Donald Robertson of the University of Glasgow, Stanley Lebergott of Wesleyan University, David Smith of Queen's University, Ontario, Stephen F. Kaliski of Carleton University, Ottawa, V. Lane Rawlins of Washington State University, and several others.

2. Individual Research by Berkeley Faculty and Other Senior Staff Members

Individual research projects cover a wide range of subject matter within the field of industrial relations, reflecting the multi-disciplinary nature of the Institute's research staff as well as its characteristic diversity of interests and viewpoints.

Sara Behman. Research on the relationship between labor mobility and wage changes. Professor Behman, who has recently joined the faculty of San Jose State College, has been working on articles based on her doctor's thesis, as well as directing the research of the Labor Center, described in a separate section. Articles which have been completed include "Wage Changes, Unions, and Concentration: Further Evidence" (paper presented at the 1968 annual meeting of the Western Economic Association) and "Wage Changes, Institutions, and Relative Factor Prices in Manufacturing," Review of Economics and Statistics, August 1969.

Reinhard Bendix. Studies of changes in class structure in the course of modernization. Bendix's present studies, which are closely related to his earlier research, are concerned with three questions, involving related theoretical interests, concerning the manner in which traditional ruling classes affected the early phase of modernization, the impact of education and the bureaucratization of government on the class structure, and the distinctive role played by intellectuals in the modernization of "advanced" and "follower" societies.

Earl F. Chiet. The social and political environment of business. Nearing completion is a volume of papers prepared for a workshop of faculty members from various universities. To be entitled Business and the State, the volume will include contributions by Harold Brayman, Gregory Grossman, Walter Heller,

Robert Heilbroner, Richard Hofstadter, Dow Votaw, and William H. Whyte, Jr. This will be a successor to the earlier volume edited by Cheit, The Business Establishment (Wiley, 1964). Both projects were supported by Ford Foundation grants.

David Feller. Interrelated studies of selected questions in labor law, including (1) an analysis of court decisions relating to the judicial definition of "emergency" in connection with national emergency disputes under the Railway Labor Act and the Taft-Hartley Act, (2) a study of the relationship between arbitration, the courts, and the National Labor Relations Board, and (3) a re-evaluation of the concept of a labor agreement as a contract.

Edwin E. Ghiselli. Research on selected aspects of management psychology. Ghiselli's recent research has been concerned with motivational factors in the success of managers, and with the prediction of success of stock and bond brokers. Several articles reporting on this research have appeared in Personnel Psychology and the Journal of Applied Psychology.

Margaret S. Gordon. A comparative study of the development of income maintenance policies in industrial countries. Although this study deals in a comprehensive manner with the evolution of modern income maintenance systems, the chief analytical emphasis is on differences in the income redistributive and incentive effects of (1) systems providing uniform benefits based on an income test, (2) demogrant systems, such as universal old-age pensions and family allowances, and (3) social insurance programs providing earnings-related benefits. Several papers based on this study have been completed, including (1) "The Case for Earnings-Related Social Security Benefits Restated: With a Review of Foreign Trends Toward Dual Income Maintenance Approaches" (Reprint No. 319). The Institute received a grant from the Ford Foundation in December 1968, which will provide financial support for this study over a two-year period.

In collaboration with Dr. Margaret Thal-Larsen, Dr. Gordon has recently completed extensive revision of a report on Employer Policies in a Changing Labor Market, based on a comprehensive survey of employer policies and practices in the Bay Area. This is discussed below under group research projects.

R. A. Gordon. Studies of unemployment and economic instability. R. A. Gordon originally became associated with the Institute to serve as Co-director, and later as Director, of our large-scale research program on Unemployment and the American Economy, supported by a grant from the Ford Foundation. He has continued to contribute papers and articles to our reprint series from time to time. Included in the list of

recent reprints are his papers on structural unemployment and on aspects of his research on economic instability.

William Graham. Selected studies of organizational behavior.

Several papers based on aspects of this study have recently been completed. They include "Comparison of Job Attitudes Across Organizational Levels," to be published in Personnel Psychology (Spring 1969 issue) and "Description of Leader Behavior and Evaluation of Leaders as a Function of LPC," Personnel Psychology, Winter 1968. (For non-psychologists who are curious about the meaning of LPC, it is a scale relating the worker to the least preferred co-worker.)

Robert E. L. Knight. History of labor in Northern California, 1919-34.

Bringing to completion a project started in the Institute a number of years ago, Professor Knight, of the Economics Department, University of Maryland, has finished the second volume of his study, which will be published as a companion volume to his Industrial Relations in the San Francisco Bay Area, 1900-1918 (1960).

Frank Levy. Time preference and alternative methods of administering income maintenance payments.

This study, which began with pilot interviews with welfare recipients in Alameda County, is designed to test the hypotheses that (1) welfare recipients have high rates of time preference and a low sense of fate control and (2) that a less personal administration of income maintenance payments and a greater control by the recipients of the disposition of those payments, as under a negative income tax, might reduce rates of time preference and bring about a greater sense of fate control.

Raymond E. Miles. Research on management attitudes and management development.

A study of managerial leadership and decision-making behavior in six divisions of a major corporation is nearing completion, and several papers based on this study will be published in the near future. Work is also beginning on a study of the use of video-tape facilities as a tool in management development. Recent articles based on Miles' research include "The Affluent Organization" (Reprint No. 281), "Leadership Attitudes Among Public Health Officials," with L. W. Porter and J. A. Craft (Reprint No. 298), and "Leadership Training--Back to the Classroom?" (Reprint No. 309).

Betty V. H. Schneider. Studies of collective bargaining in public employment.

Dr. Schneider has in the past done extensive research on collective bargaining in public employment in the Federal Government, in Britain, and in Canada. She is now devoting most of her time to a new research and public information program which the Institute has initiated in the rapidly developing field of collective bargaining in public employment in California. Uncertainties about the interpretation

of the new state legislation providing broader collective bargaining rights for employees of local government agencies and how they will be implemented in the various jurisdictions have led to a widespread and growing need for a research and public information service relating to these issues. The first two issues of a new Institute publication series under this program are available.

George Strauss. Research on patterns of collective bargaining in selected industries. Strauss is engaged in a major study of contrasting patterns of collective bargaining and forms of employee organization outside the manufacturing sector, with special emphasis on the building trades and white-collar, professional, and government unions. He is also writing a long chapter reviewing the literature of the last 15 years relating to developments in the field of organizational behavior and industrial relations. This chapter is one of four to be included in a volume reviewing research on various aspects of industrial relations to be published in 1970 by the Industrial Relations Research Association.

Lloyd Ulman. A comparative study of incomes policies and institutional flexibility. The study involves an analysis of the effectiveness of different approaches taken toward securing restraint in the exercise of the bargaining power of trade unions in the United Kingdom, The Netherlands, Sweden, Denmark, and France. It is also intended to yield an assessment of the relative flexibility of different forms of union institutions in responding to national economic policies which are directed at securing both high levels of employment and balance of payments equilibrium. Papers based on this study include "Under Severe Restraint: British Incomes Policy," which appeared in Industrial Relations in May 1967 (Reprint No. 306) and "Collective Bargaining and Industrial Efficiency," in Richard Caves, editor, The British Economy (Washington, D. C.: The Brookings Institution, 1968); and "Wage-Price Policies: Some Lessons From Abroad," Industrial Relations, May 1969.

Harold Wilensky. Research on the relationship between work and leisure. Work is continuing on the analysis of the results of a survey of patterns of work and leisure in selected occupational groups. A number of articles reporting on various aspects of this study have appeared, including "Women's Work: Ideology, Growth, Structure," in a symposium on women in the labor force in Industrial Relations. Wilensky's volume on Organizational Intelligence: Knowledge and Policy in Government and Industry was published by Basic Books in 1967.

Research Programs on the Labor Market

Our five-year program of studies of the San Francisco Bay Area labor market has three major aims: (1) to develop significant contributions to the literature on labor markets and labor mobility; (2) to provide an opportunity for participation in survey research and analysis by advanced graduate students who have reached the doctoral thesis stage; and (3) to provide data for certain specialized studies being conducted by our Center for Labor Research and Education, under the direction of Sara Belman.

Initially supported through funds jointly provided by the U.S. Office of Education and the Manpower Administration of the Department of Labor, the program has been supported since 1967 by the latter agency.

Survey of employer policies. The first major survey conducted under our labor market research program was concerned with employer policies and practices in the Bay Area. Based on lengthy interviews with representatives of a carefully designed sample of Bay Area establishments with 100 or more employees--an interview program which was directed by Dr. Margaret Thal-Larsen--the survey has yielded a copious body of data on employer policies and practices. The final report, scheduled to be submitted to the Department of Labor in April, is being prepared by Margaret S. Gordon, but the report will by no means exhaust the possibilities of analysis of the data, and we hope to stimulate doctoral theses, which will undertake more specialized analyses. The wage data, for example, (based on supplementary statistical tables prepared by nearly 60 per cent of the firms in the sample) would lend themselves to econometric analysis, which has not been attempted as yet.

A potentially significant set of findings suggests that the stepped-up pace of mergers and industrial amalgamations in the United States in the 1960's may be related to the high rates of productivity increases which have characterized this decade. In the first place, we found that an extraordinarily large percentage of our establishments were parts of organizations with branches in other areas--more than three-fourths of the manufacturing establishments and a surprisingly large proportion of nonmanufacturing establishments. Secondly, volunteered comments of our respondents indicated that, in a good many cases, these were formerly single-unit firms which had been bought up by large national corporations in the last decade or so. Thirdly, although this part of the analysis is not yet complete, we believe our study may yield evidence that establishments which are parts of national organizations are considerably more likely to have been engaged in technological change of various types in the 1960's (building or remodeling plants, installing or modernizing equipment, etc.). Moreover, comments were frequently volunteered, in cases in which single-unit establishments had been bought up by national concerns, to the effect that a major reason for the decision of the formerly locally owned

firm to sell a controlling interest to an eastern or midwestern firm was that this was the only way in which financing could readily be provided for the modernization that had to take place if the establishment was to remain competitive.

We were also very much interested in the phenomenon of industrial decentralization within metropolitan areas, which is occurring throughout the nation and is exacerbating the problem of providing job opportunities for members of minority groups, particularly Negroes. Our study, which included a number of questions on locational advantages and disadvantages, also yielded some interesting and significant results relating to this phenomenon: (1) that industrial decentralization has resulted primarily from the location of new establishments or the expansion of existing establishments in the outer rim--in this area, the most spectacular growth has been occurring in southern San Mateo County and the San Jose Area--rather than from actual movement of firms out of the central cities, although some movement out has occurred; (2) that it is not primarily high wage rates in the central cities that have been responsible for decentralization, but rather the search for more space and cheaper land for operations requiring extensive floor space, preferably on one level, for assembly operations, as well as access to freeways and to airports; (3) that wages in some occupations are appreciably higher in the outer rim, especially southern Alameda County, than in the central cities; and (4) that establishments in the central cities, as has been suspected, tend to have higher ratios of Negroes in their work forces, by a considerable margin, than establishments in the outer rim. Some of our findings with respect to patterns of wage differentials are very similar to those found in another recent major labor market study, conducted in the Chicago area under the direction of Albert Rees and George Shultz.

Survey of employment agencies, placement services, and school counseling services. The next stage of our program of research on the labor market, now under way, is a survey of employment agencies, school and college placement services, and school counseling services in the Bay Area. Many previous studies have shown that most young people enter the labor market with little knowledge of occupational trends or employment opportunities. Moreover, our Employer Policy Survey indicates that, except in recruiting professional and managerial personnel, employers rarely consider school or college placement services an important recruitment source. Thus, a major objective of the new survey is to analyze the channels of communication between job referral and placement services and young people emerging from high schools and institutions of higher education.

Unemployment and the American Economy, R. A. Gordon, Margaret S. Gordon, Arthur M. Ross, and others.

In 1962, the Institute was awarded a grant of \$400,000 by the Ford Foundation for a four-year program of research and evaluation

relating to the problem of a persistently high unemployment rate, which was then of great national concern. Some of the research was conducted on the Berkeley campus and some by scholars in eastern universities who became interested in our project. Ultimately, the project resulted in eight books, seven doctoral theses, 23 articles and papers which have appeared in the Institute reprint series, 23 articles and papers published elsewhere (and not included in the reprint series, often because the publisher of the volume in question would not grant permission for reprints) by persons closely associated with the project, and several unpublished volumes of conference proceedings, etc. The publications not on our Institute publication list are included in the list compiled for the final report on the project to the Ford Foundation, October 1967, a copy of which is available.

One of the most successful features of the project was the series of four annual national conferences conducted under its auspices. The Ford Foundation made the holding of these conferences a requirement under the terms of the grant, since it was most anxious that the project would play a role in influencing policy formation as well as yield books for library shelves. To quote from the final report to the Ford Foundation:

Perhaps its [the project's] most important single achievement was the establishment of close and continuing contacts over a period of years between experts in government and the academic world who were concerned with research and policy formation relating to unemployment....

A perceptive reader of the four volumes resulting from our annual conferences...can scarcely fail to note a growing consensus on the relative roles of deficient aggregate demand and structural problems as causes of the heavy unemployment of the early sixties and of the persistent problem of relatively high unemployment among disadvantaged groups that remained in the middle sixties. Moreover, there was clearly a growing consensus on the associated policy issues of the relative roles of fiscal and monetary measures and manpower programs in combatting unemployment.... Although it would be presumptuous to claim that the Berkeley project played a predominant role in bringing about this consensus, we believe it clearly played a helpful role. Moreover, some of the papers commissioned for our conferences were particularly influential in clarifying concepts or relationships and quickly found their place as significant contributions to the literature....

Research on Manhood Orientations and the American Race Problem, Robert Blauner and others.

In 1967, the Institute was awarded a grant by the National Institutes of Health to support a three-year research program directed by Robert Blauner relating to manhood orientations and the American

race problem.

The study is exploring the conceptions of the male role and ideas of manhood that exist in American society. Its main purpose is to discover whether distinctive conceptions of manhood have developed among Negro Americans, in view of the obstacles against their fulfillment of the conventional male role. Social policy needs related to the issues raised in the controversial Moynihan Report on The Negro Family should be illuminated.

The research design centers on comparable samples of white, Negro, and other ethnic groups of males, as well as on subsamples of women. Persons included in these samples are interviewed in depth by members of an interracial team of interviewers, and the interviews are tape recorded. Recently, participants in the study presented an interesting report on tentative findings at a meeting sponsored by the Institute. A final report on the project is scheduled to be completed in June 1970.

Research on the Economics of Higher Education, Lloyd Ulman and others.

In the fall of 1968 the Institute was awarded a grant by the Carnegie Commission on Higher Education (Clark Kerr, Chairman) for a three-year program of research on selected aspects of the economics of higher education. The studies will be focussed on three somewhat interrelated subject matter areas:

(1) Adjustment of labor market demand to the increasing supply of graduates of institutions of higher education. The responsiveness of educational capacity to changes in the economy's demand for labor of various types and level of skill and competence has been the subject of much research. This set of projects, however, takes changes in the supply of educated manpower as its starting point and seeks to investigate the impacts of those changes on managerial organization and job requirements in a selected group of industries. It is estimated that in 1975 between three and five million people with college degrees will be holding jobs that have formerly been held by non-graduates.

Working in this area are V. Lane Rawlins, Assistant Professor of Economics at Washington State University, and Lloyd Ulman.

(2) The impact of changes in the demand and supply of graduates of institutions of higher education on income differentials. In recent years research on the return to public and private investment in education has been intensified. However, much of the analysis of income differentials is based on projection of patterns of differentials prevailing at an existing point in time. There is a need for research which will attempt to take into account factors which tend to alter differentials over time. This question is of particular interest in relation to future trends in salary levels of college and university faculties.

Lester Thurow, Associate Professor of Economics at MIT, David E. Kaun, Associate Professor of Economics at the University of California at Santa Cruz, and Lewis J. Perl, Assistant Professor of Economics at Cornell University, will be associated with this part of the study.

(3) The decision-making process in non-profit institutions providing various levels of advanced degrees. How do institutions of higher education determine the appropriate number of students who should be trained in various advanced degree programs, e.g., law, medicine, engineering? Who is involved in the decision-making process and what are the pressures operating on it, both inside and outside the institution? In view of the interstate mobility of their graduates and the wide income-related interstate variations in the supply of professional personnel available to meet the needs of the population, e.g., in medicine, how appropriate are current institutional arrangements under which such decisions relating to public educational institutions and tending to be made at the state level?

Professor Carl Stevens of Reed College, a member of the faculty advisory committee for this program, is doing some pioneering research on these issues, as they relate to medical schools. Research in other professional areas is being conducted by Walter Fogel, Associate Professor of Business Administration, and Daniel J. B. Mitchell, Assistant Professor of Economics, both at UCLA.

A doctoral thesis by Ruth Parker, on manpower requirements and their impact on the decision-making process in higher education, with particular reference to France, will also be associated with this part of the program.

In addition to Stevens, the members of the faculty advisory committee for the project include Lloyd Ulman (chairman), Sara Behman, Margaret S. Gordon, R. A. Gordon, Clark Kerr, Frank Levy, Melvin W. Reder of Stanford University, Roy Radner, V. Lane Rawlins, and George Strauss.

Research on Unemployment in Berkeley, Jan Dizard and others.

In 1966, members of the Institute research staff were instrumental in obtaining a grant from the Ford Foundation to the Survey Research Center for a two-year study of unemployment in Berkeley, with particular reference to differences in employment and unemployment between whites and Negroes. Several members of the Institute staff were extensively involved as members of a faculty advisory committee relating to the project. Moreover, a popular pamphlet, incorporating certain aspects of the results which were emphasized in the Dizard Report, which has recently been issued by the Survey Research Center, is under preparation in the Institute under Margaret Gordon's guidance.

3. Research Projects of the Center for Labor Research and Education

(A) Completed mimeographed reports

1. Robert J. Flanagan, "Manufacturing Employment and Industrial Location in San Francisco," October 1967. Foreward by Sara Behman (xii + 107 pp.).

This study focuses on assessing basic economic forces that may have influenced the decline of manufacturing employment in the city of San Francisco. The first part of the report analyzes post-World War II trends in manufacturing jobs both in the city of San Francisco and in the entire Bay Area region in order to show the industrial interrelationship of employment patterns among the counties. In particular, the resultant distribution of employment opportunities induces a heavy inflow of white collar workers into San Francisco County but indicates that low-skilled, blue-collar jobs are not sufficient in San Francisco County for the labor force residing there. The second part of the report discusses the economic forces underlying the employment trends in theoretical terms followed by applying relevant empirical data to the theory outlined. The purpose of this analysis was to provide community leaders with basic data needed to evaluate two policy issues arising from the reduction in manufacturing jobs in San Francisco, i.e., (1) the decline of San Francisco as a port of entry to the job market for persons with few skills, and (2) the direct effect on workers whose jobs have been eliminated because of plant shutdowns in the city.

2. B. William Becker, "Manhours Worked During 1965 by Carpenters in the 46 Northern California Counties," May 1968. Foreward by Sara Behman (xxiv + 41 pp.).

A basic problem in the building industry is the lack of continuous employment for carpenters because of both cyclical and seasonal factors and the contract nature of the industry. Policy makers in the industry, while aware of the low number of manhours worked per annum by many individual carpenters, requested a basic analysis of the distribution of manhours worked by carpenters as a first step towards understanding the magnitude of the problem they face if efforts are to be made to stabilize employment in the industry. This report summarizes information on manhours worked during 1965 by 40,374 carpenters in the 42 Northern California counties by geographic region and by age. The data for these analyses were furnished to the Labor Center by the Carpenters' Pension Trust Fund for Northern California. Further, the report examines the relationship between hours worked and the amount of building construction that took place in the Bay Area counties in 1965. The major finding is that, while the total hours worked in each of the counties by carpenters are significantly related to the amount

of building construction, no such relationship exists between the average hours worked per man and the amount of building construction. The evidence accumulated in this report supports the hypothesis that present structural arrangements in the contract construction industry may require an oversupply of carpenters.

(B) Research projects now in progress

1. Analysis of the Use of Extended Vacations by Cannery Workers.

The California State Council of Cannery and Food Processing Unions and the California Processors and Growers requested the Center for Labor Research and Education to undertake a research project that would evaluate the use of leisure time provided by a sabbatical-leave plan for cannery workers. Under this plan, cannery workers receive an extended vacation that allows 13 weeks off with full pay once every five years after 15 years seniority is achieved by the worker. The research project has been designed to determine if a need exists to develop community programs that could broaden opportunities in the use of leisure time by those persons taking extended vacations. A secondary goal of the study is to determine whether or not leisure patterns during an extended vacation could provide insights into problems that individuals may face during retirement years. The basis for the analysis is a mail questionnaire sent to all persons who have taken extended vacations. The response rate to this questionnaire was 78 per cent. A preliminary tabulation of the responses has been given limited circulation, pending completion of the final report.

2. Analysis of the Carpenters' Apprenticeship Program

The administrators of the Bay Counties Carpenter Apprenticeship and Training Program have been concerned about two problems: (1) the high drop-out rate of apprentices from the carpentry trade (which is costly), and (2) whether or not the present apprenticeship program is compatible with the requirements of modern technology. A research project has been designed to focus on the issues which relate to decision making regarding selection and recruitment practices and the organization of the program. To accomplish these objectives, we have surveyed former apprentices by a mail questionnaire from which we received almost a 50 per cent response. The data are now being prepared for analysis to determine what, if any, significant differences exist between men who completed apprenticeship training and those who quit training, with respect to the following variables: information about the trade, the person's stage in the life cycle, economic responsibilities, personal experience in the classroom and the on-the-job training aspects of the program, and occupational aspirations.

3. The Changing Nature of Residential Construction and Its Impact on the Employment of Carpenters.

This research project has been designed to develop an understanding of the impact of the changing nature of building practices--particularly of the shift of an increasing amount of work from the construction job site to the factory--on the use of carpenters. Many qualitative reports exist regarding the impact of changing technology on the use of carpenters; however, none of the existing literature has quantified the information. This research project, undertaken to provide decision makers in the industry with an understanding of the changing demand situation in the building industry, is addressed to developing quantitative information regarding the use of carpenters in the building of single-family dwellings since 1930 in Alameda County. In particular, we are examining in detail production methods used in house building over the past 35 years to come to grips with developing an understanding of the shifts in the demand curve for carpenters that may have derived from technological change (broadly defined). Data being developed will show the extent to which materials have been substituted for on-site carpenter hours, changes in relative prices between materials and carpenter labor, and the influence of economies of scale permitted by the building of large tract developments. Knowledge of these historical patterns should enable us to outline problems that may confront practitioners in the field who must forecast future labor requirements in the carpentry occupation.

4. Institute Sponsored Research Publications (1965-1969)

(A) Books:

Manpower Planning in a Free Society, by Richard A. Lester
(New Jersey: Princeton University Press, 1966). \$5.

Social Structure and Mobility in Economic Development,
edited by Neil J. Smelser and Seymour Martin Lipset
(Chicago: Aldine Publishing Co., 1966). \$10.75.

Prosperity and Unemployment, edited by R. A. Gordon and
Margaret S. Gordon (New York: John Wiley & Sons, Inc.,
1966). \$6.95 (clothbound), \$3.95 (paperbound).

The Validity of Occupational Aptitude Tests, by Edwin E.
Ghiselli (New York: John Wiley & Sons, Inc., 1966).
\$7.95.

Managerial Thinking: An International Study, by Mason Haire,
Edwin E. Ghiselli, and Lyman W. Porter (New York: John
Wiley & Sons, Inc., 1966). \$7.95.

Determining Forces in Collective Wage Bargaining, by Harold
M. Levinson (New York: John Wiley & Sons, Inc., 1966).
\$9.95.

Toward A Manpower Policy, edited by Robert A. Gordon
(New York: John Wiley & Sons, Inc., 1967). \$8.95.

Organizational Intelligence: Knowledge and Policy in
Government and Industry, by Harold L. Wilensky
(New York: Basic Books, 1967). \$5.95.

Employment, Race, and Poverty, edited by Arthur M. Ross
and Herbert Hill (New York: Harcourt, Brace & World,
1967). \$7.50.

Challenges to Collective Bargaining, edited by Lloyd Ulman
(New Jersey: Prentice-Hall, Inc., 1967). \$4.95 (cloth-
bound), \$1.95 (paperbound).

The Goal of Full Employment, by R. A. Gordon (New York:
John Wiley & Sons, Inc., 1968). \$6.95.

Essays in Sociological Explanation, by Neil J. Smelser
(New Jersey: Prentice-Hall, Inc., 1968). \$7.95.

The Economics of Labor Force Participation, by William G.
Bowen and T. Aldrich Finegan (New Jersey: Princeton
University Press, 1969). \$18.50.

Collective Bargaining and Productivity: The Longshore Mechanization Agreement, by Paul T. Hartman (Berkeley: University of California Press, 1969).

(B) Periodicals:

Industrial Relations: A Journal of Economy & Society.
Published three times yearly. Single copies, \$2; one year, \$4.50; three years, \$10.

Industrial Relations Bulletin. Published intermittently during the year.

(C) Reprints:

- No. 270. "Shortages and Surpluses in Education in Underdeveloped Countries: A Theoretical Foray," by Harvey Leibenstein. Reprinted from Education and Economic Development, edited by C. Arnold Anderson and Mary Jean Bowman (1965).
- No. 271. "Full Employment As A Policy Goal," by R. A. Gordon. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 272. "Income Policy and Income Behavior," by Joseph W. Garbarino. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 273. "Seasonal Unemployment and Economic Conditions," by David C. Smith. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 274. "Structural and Deficient-Demand Unemployment Reconsidered," by Richard G. Lipsey. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 275. "Apprenticeship: An Evaluation of the Need," by George Strauss. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 276. "Unemployment As A Way of Life," by Paul Jacobs. Reprinted from Employment Policy and the Labor Market, edited by Arthur M. Ross (1965).
- No. 277. "Long-Run Welfare Criteria," by Harvey Leibenstein. Reprinted from The Public Economy of Urban Communities, edited by Julius Margolis (1965).
- No. 278. "Personnel Management: A Review of the Recent Psychological Literature," by Lyman W. Porter. Reprinted from Annual Review of Psychology (1966).

- No. 279. "What Can We Expect From A Theory of Development?" by Harvey Leibenstein. Reprinted from Kyklos (1966).
- No. 280. "The Purge of the Trotskyites from the Teamsters," by Ralph C. and Estelle James. Reprinted from The Western Political Quarterly (1966).
- No. 281. "The Affluent Organization," by Raymond E. Miles. Reprinted from Harvard Business Review (1966).
- No. 282. "The British Post Office Strike of 1964," by B. V. H. Schneider. Reprinted from Government Labor Relations in Transition (1966).
- No. 283. "Class, Class Consciousness, and American Workers," by Harold L. Wilensky. Reprinted from Labor in a Changing America, edited by William Haber (1966).
- No. 284. "Incremental Capital-Output Ratios and Growth Rates in the Short Run," by Harvey Leibenstein. Reprinted from The Review of Economics and Statistics (1966).
- No. 285. "Allocative Efficiency Vs. 'X-Efficiency'," by Harvey Leibenstein. Reprinted from American Economic Review (1966).
- No. 286. "The Politics of Professionals," by Seymour Martin Lipset and Mildred A. Schwartz. Reprinted from Professionalization (1966).
- No. 287. "The Comparative Experience with Retraining Programmes in the United States and Europe," by Margaret S. Gordon. Reprinted from Automation and Advanced Technology, edited by Jack Stieber (1966).
- No. 288. "Racial Differences in Migration and Job Search: A Case Study," by Melvin Lurie and Elton Rayack. Reprinted from The Southern Economic Journal (1966).
- No. 289. "The Industrial Relations System," by Joseph W. Garbarino. Reprinted from Designing Education for the Future: An Eight-State Project (1966).
- No. 290. "Measures and Effects of Social Mobility," by Harold L. Wilensky. Reprinted from Social Structure and Mobility in Economic Development, edited by Neil J. Smelser and Seymour Martin Lipset (1966).
- No. 291. "A Case Study in Cultural and Educational Mobility: Japan and the Protestant Ethic," by Reinhard Bendix. Reprinted from Social Structure and Mobility in Economic Development, edited by Neil J. Smelser and Seymour Martin Lipset (1966).

- No. 292. "Social Structure, Mobility and Development," by Neil J. Smelser and Seymour Martin Lipset. Reprinted from Social Structure and Mobility in Economic Development, edited by Neil J. Smelser and Seymour Martin Lipset (1966).
- No. 293. "Hours of Work Issues," by Myron L. Joseph. Reprinted from The Employment Impact of Technological Change (1966).
- No. 294. "Guideposts and Norms: Contrasts in U.S. and U.K. Wage Policy," by D. J. Robertson. Reprinted from The Three Banks Review (1966).
- No. 295. "Levels of Nineteenth Century American Investment in Education," by Albert Fishlow. Reprinted from The Journal of Economic History (1966).
- No. 296. "Job Vacancy Measurement," by Myron L. Joseph. Reprinted from The Journal of Human Resources (1966).
- No. 297. "The Comparative Analysis of Historical Change," by Reinhard Bendix. Reprinted from Social Theory and Economic Change, edited by Tom Burns and S. B. Saul (1967).
- No. 298. "Leadership Attitudes Among Public Health Officials," by Raymond E. Miles, Lyman W. Porter, and James A. Craft. Reprinted from The American Journal of Public Health (1966).
- No. 299. "Industry Relocation and Restrictive Work Practices: The Flat Glass Industry," by Trevor Bain. Reprinted from Land Economics (1967).
- No. 300. "Careers, Counseling, and the Curriculum," by Harold L. Wilensky. Reprinted from The Journal of Human Resources (1967).
- No. 301. "The Failure of Intelligence: Knowledge and Policy in Government and Industry," by Harold L. Wilensky. Reprinted from Proceedings of the 19th Annual IRRA Meetings (1966).
- No. 302. "Second-Generation Wage-Price Restraints," by Arthur M. Ross. Reprinted from Proceedings of the 19th Annual IRRA Meetings (1966).
- No. 303. "Job Attitudes in Management: Perceived Importance of Certain Personality Traits," by Lyman W. Porter and Mildred M. Henry. Reprinted from Journal of Applied Psychology (1964).

- No. 304. "Antecedent Attitudes of Effective Managerial Performance," by E. E. Lawler and L. W. Porter. Reprinted from Organizational Behavior and Human Performance (1967).
- No. 305. "Automation in Perspective," by Lloyd Ulman. Reprinted from The Changing American Economy, edited by John R. Coleman (1967).
- No. 306. "Under Severe Restraint: British Incomes Policy," by Lloyd Ulman. Reprinted from Industrial Relations (1967).
- No. 307. "A New Era for Farm Labor?" by Varden Fuller. Reprinted from Industrial Relations (1967).
- No. 308. "Wage Theory and Inter-Regional Variation," by George E. Johnson. Reprinted from Industrial Relations (1967).
- No. 309. "Leadership Training--Back to the Classroom?" by Raymond E. Miles. Reprinted from Personnel (1966).
- No. 310. "Earnings and Employment in Eastern Europe," by Walter Galenson and Alan Fox. Reprinted from The Quarterly Journal of Economics (1967).
- No. 311. "Consumer Attitudes Toward Prepaid Dentistry," by John H. Simons. Reprinted from The Journal of the American Dental Association (1967).
- No. 312. "From Religious Community to Occupational Group: Structural Assimilation Among Professors, Lawyers, and Engineers," by Harold L. Wilensky and Jack Ladinsky. Reprinted from The American Sociological Review (1967).
- No. 313. "Maximum Feasible Participation: The Origins, Implications, and Present Status," by Lillian Rubin. Reprinted from Poverty and Human Abstracts (1967).
- No. 314. "Wage Determination Process in U.S. Manufacturing," by Sara Behman. Reprinted from The Quarterly Journal of Economics (1968).
- No. 315. "Is the Business Cycle Obsolete?" by Robert A. Gordon. Reprinted from The Economic Outlook for 1968 (1967).
- No. 316. "Personal Rulership, Patrimonialism and Empire-Building in the New States," by Guenther Roth. Reprinted from World Politics (1968).

- No. 317. "Professional Negotiations in Education," by Joseph W. Garbarino. Reprinted from Industrial Relations (1968).
- No. 318. "Tradition and Modernity Reconsidered," by Reinhard Bendix. Reprinted from Comparative Studies in Society and History (1967).
- No. 319. "The Case for Earnings-Related Social Security Benefits Restated," by Margaret S. Gordon. Reprinted from Old Age Assurance Part II: The Aged Population and Retirement Income Programs (1968).
- No. 320. "Max Weber," by Reinhard Bendix. Reprinted from International Encyclopedia of the Social Sciences (1968).
- No. 321. "Women's Work: Economic Growth, Ideology, Structure," by Harold L. Wilensky. Reprinted from Industrial Relations (1968).
- No. 322. "Human Relations--1968 Style," by George Strauss. Reprinted from Industrial Relations (1968).
- No. 323. "Employment and Unemployment," by R. A. Gordon. Reprinted from International Encyclopedia of the Social Sciences (1968).
- No. 324. "Aging: Economic Aspects," by Earl F. Cheit. Reprinted from International Encyclopedia of the Social Sciences (1968).
- No. 325. "Bureaucracy," by Reinhard Bendix. Reprinted from International Encyclopedia of the Social Sciences (1968).
- No. 326. "Collective Bargaining and Industrial Efficiency," by Lloyd Ulman. Reprinted from Britain's Economic Prospects, edited by Richard E. Caves and Associates (1968).
- No. 327. "Apprenticeship-Related Instruction: Some Basic Issues," by George Strauss. Reprinted from The Journal of Human Resources (1968).
- No. 328. "Unemployment Patterns with Full Employment," by R. A. Gordon. Reprinted from Industrial Relations (1968).
- No. 329. "Implementing an Incomes Policy," by Derek Robinson. Reprinted from Industrial Relations (1968).

- No. 330. "Leadership Attitudes Among Union Officials," by Raymond E. Miles and J. B. Ritchie. Reprinted from Industrial Relations (1968)
- No. 331. "Organizational Structure and Managerial Decision Behavior," by L. Vaughn Blankenship and Raymond E. Miles. Reprinted from Administrative Science Quarterly (1968).
- No. 332. "Studies of Job Attitudes and Leadership Behavior," by William K. Graham. Reprinted from Personnel Psychology.
- No. 333. "Wage-Price Policies: Some Lessons from Abroad," by Lloyd Ulman. Reprinted from Industrial Relations (1969).
- No. 334. "The California Experiment: Meet and Confer for All Public Employees," by Marion Ross and B. V. H. Schneider." Reprinted from The Right to Meet and Confer--Laws and Policies, edited by Richard L. Salik (1968).

(D) Publications Issued by the Center for Labor Research and Education:

Sky Full of Storm: A Brief History of California Labor, by David F. Selvin (1966), \$1.

Prepaid Dentistry: A Case Study, by John H. Simons (1967), \$1.

"Manhours Worked During 1965 by Carpenters in the 46 Northern California Counties," by B. William Becker (May 1968). Unpublished manuscript.

"Manufacturing Employment and Industrial Location in San Francisco," by Robert J. Flanagan (October 1967). Unpublished manuscript.

(E) Miscellaneous Publications:

"Unemployment and the American Economy: A Program of Research and Policy Evaluation," Final Report to the Ford Foundation (October 1967).

"Final Report of the Oakland Adult Project Follow-up Study," prepared by William B. Woodson, Study Director. For the Department of Human Resources, Oakland, California (September 1967).

"Governor's Conference on Employment," held September 1965
in Monterey, California.

"Employed Graduate Students Organize at Berkeley," by Sidney
Ingerman. Reprinted from Industrial Relations, October 1965.

"Employment Tests and Discriminatory Hiring," by Robert M. Guion.
Reprinted from Industrial Relations, February 1966.

"The Negative Income Tax," by C. Green, R. Lampman, G. Hilde-
brand, and E. Rolph. Reprinted from Industrial Relations,
February 1967.

(F) Publications in Press:

The Rise of the Western Conference of Teamsters, by Donald
Garnel.

Industrial Relations in the San Francisco Bay Area, 1919-1934,
by Robert E. L. Knight.

Marshall, Marx and Modern Times: The Multi-Dimensional Society,
by Clark Kerr (Boston: Cambridge University Press). From
the Marshall Lectures.

"Organizational Leadership Satisfaction and Productivity: A
Comparative Analysis," by Karlene Roberts, Raymond E. Miles,
and L. Blankenship. To be reprinted from Academy of
Management.

Unnamed article on structural unemployment, by Steve Kaliski.
To be reprinted from Canadian Journal of Economics.

(G) Faculty Articles not Appearing in Institute Reprint List

Sara Behman

"Wage Changes, Institutions, and Relative Factor Prices in
Manufacturing," September 23, 1968. Manuscript sub-
mitted for publication.

"Wage Changes, Unions, and Concentration: Further Evidence."
Paper presented at the Western Economic Association
Annual Meeting, Corvallis, Oregon, August 1968.

Earl F. Cheit

Contributor to Encyclopedia Britannica, 1966.

David E. Feller

"Status of the Collective Bargaining Agreement Under *Wiley v. Livingston*," Proceedings N. Y. U. 18th Annual Conference on Labor, BHA, 1966, pp. 277-292.

"The Successor and the Collective Agreement," "Labor Law Developments," Proceedings, 13th Annual Institute on Labor Law, Southwestern Legal Foundation, 1967.

"Individual Employee Rights: *Vaca v. Sipes* One Year Later," Proceedings, N. Y. U. 21st Annual Conference on Labor (1968). To be published in 1969.

"Preventive Medication and Continuing Dialogue. The Steel Experience: Myth and Reality." Paper delivered at 21st Annual Meeting, Industrial Relations Research Association, December 29, 1968. To be published in 1969.

Edwin E. Ghiselli

"Some Motivational Factors in the Success of Managers," Personnel Psychology, 1968, 21, 431-440.

"The Interaction of Traits and Motivational Factors in the Determination of Success of Managers," Journal of Applied Psychology. In press.

"The Prediction of Success of Stock and Bond Brokers," Personnel Psychology. In press.

Margaret S. Gordon

"Comments" on Social Security Session, Proceedings of the 17th Annual Industrial Relations Research Association, 1965.

"Poverty and Income Maintenance for the Unemployed," in Margaret S. Gordon, editor, Poverty in America (San Francisco: Chandler, 1965).

"The Behavior of Employment, 1961-1965," in Robert Aaron Gordon and Margaret S. Gordon, editors, Prosperity and Unemployment (New York: Wiley, 1966).

"Employment and Unemployment in California," background paper prepared for the Governor's Conference on Employment, Monterey, California, September 30, to October 3, 1965.

"Negroes and Industrial Decentralization," Institute of Industrial Relations Bulletin (November, 1966).

"Statement" before the Assembly Committee on Industrial Relations, San Francisco, California, December 9, 1966.

"Discussion of Critical Evaluation of Three Manpower Reports," Proceedings of the 19th Annual Meeting of the Industrial Relations Research Association, 1967.

Long-Range Program and Research Needs in Aging and Related Fields, Hearings before the Special Committee on Aging, U.S. Senate, 90th Cong., 1st Sess. (Washington, D.C.: December 5-6, 1967), Part I.

The Research Program of the Social Security Administration, Report of the 1967 Social Security Administration Advisory Committee on Research Development (MSG Chairman) (Washington, D.C.: 1968).

"Employed and Unemployed Negroes in Berkeley," Summary of Selected Findings of the Berkeley Unemployment Study (Dizard), 1968.

Van Dusen Kennedy

Unions, Employers and Government: Essays on Indian Labor Question (Bombay: P.C. Manaktala, 1966).

"The Sources and Evolution of Indian Labor Relations Policy," Indian Journal of Industrial Relations, July 1965.

"Prospects for Political Independence Among Indian Unions," Bombay Labor Journal, June 1965.

Betty V. H. Schneider

Canadian Trailblazer: The New Collective Bargaining Law, Public Employee Relations Library, No. 6 (Chicago: Public Personnel Association), 1968, 56 pp.

California's "Meet and Confer" Laws, Public Employee Relations Library (Chicago: Public Personnel Association), 60 pp. In press.

An Analysis of the Meyers-Miliias-Brown Act of 1968, California Public Employee Relations Series, No. 1 (Berkeley: Institute of Industrial Relations), 16 pp. In press.

Neil Smelser

Sociology, editor (New York: John Wiley & Sons, Inc., 1967).

"Sociology and the Other Social Sciences," in Paul Lazarsfeld, Harold Wilensky and William Sewell, editors, The Uses of Sociology (New York: Basic Books, 1967).

George Strauss

with Leonard Sayles, Personnel: The Human Problems in Management, (Englewood Cliffs, New Jersey: Prentice-Hall, 1967); Indian 2d ed.

with Leonard Sayles, Human Behavior in Organization (Englewood Cliffs, N. J.: Prentice-Hall, 1966).

with Leonard Sayles, The Local Union, 2d. ed. (New York: Harcourt, Brace & World, 1967).

"Job Training and Employment," background paper prepared for the Governor's Conference on Employment, Monterey, California, September 30, to October 3, 1965.

"AAUP as a Professional Occupational Association," Industrial Relations, October 1965.

"How Management Views Its Race Relations Responsibilities," in Arthur M. Ross and Herbert Hill, editors, Negroes and Jobs (New York: Harcourt, Brace & World, 1967), pp. 261-285.

"Participative Management: A Critique," Industrial and Labor Relations Research, Vol. 12, No. 1 (November 1966).

"Discussion: Current Status of Management Research," Proceedings of the 18th Annual Industrial Relations Research Association, 1966.

with Sidney Ingerman, Vocational Education for Negro Youth," in Ferman, Kornblu, and Miller, editors, Negroes and Jobs (Ann Arbor: University of Michigan Press, 1968).

"The Negro and Apprenticeship: A Review Article," Journal of Human Resources, Vol. 3, No. 3 (Summer 1968), pp. 376-381.

"Dissenting View," in a volume in memory of Douglas McGregor, edited by Warren Bennis and Edgar Schein. In press.

"Apprenticeship Admission Policies," in a volume in honor of Douglas V. Brown, edited by Stanley Jacks, Charles Myers and Abraham Seigel.

Lloyd Ulman

"Discussion," in R. A. Gordon and M. S. Gordon, editors, Prosperity and Unemployment (New York: Wiley, 1966), pp. 314-323.

"Wage Bargaining--A Comparison of U.S. and British Systems," The Times (London), June 26, 1967, p. 9.

"Discussion," in C. M. Rhemus, editor, Developments in American and Foreign Arbitration, Proceedings of the 21st Annual Meeting of the National Academy of Arbitrators (Washington, D.C.: Bureau of National Affairs, Inc., 1968), pp. 36-41.

Harold L. Wilensky

"Problems and Prospects of the Welfare State," Industrial Social Welfare (Free Press-Macmillan, 1965).

"Conceptions of Social Welfare," (with Charles N. Lebeaux), Social Welfare Institutions (New York: John Wiley & Sons, Inc., 1965), pp. 11-19.

"A Second Look at the Traditional View of Urbanism," Perspectives on the American Community, Roland L. Warren, editors, (Rand McNally & Co., 1966), pp. 135-147.

Industrial Society Social Welfare (with C. N. Lebeaux), (Free Press-Macmillan, 1965).

The Uses of Sociology (co-editor with P. F. Lazarsfeld & W. H. Sewell) (New York: Basic Books, 1967).

"Experts Abroad: Problems in the Application of Social Science to Foreign Aid," in Benveniste and Ilchman, editors, Agents of Change. In press.

"The Development of Social Rights," paper presented at the 1968 ASA meeting, Boston.

"Jobs, Careers, and Leisure: Implications for Career Development and the Curriculum," Conference on Implementing Career Development Theory and Research Through the Curriculum, August 1966, pp. 93-122.

"Technology and Social Change," Monthly Labor Review, 1968.

"The Idea of Life Style," paper at the Annual Meeting of the A.S.A., Miami, August 1966.

5. Professional and Public Service Activities of Faculty Staff

A number of Institute faculty staff members serve as consultants to government agencies, officers of professional associations, and the like. A partial list of these activities follows. It should be noted that the professional and public service activities of the Coordinators of Public Programs are listed elsewhere in this report.

Earl F. Cheit

Director, Workshop on Business and the State, held on the Berkeley campus, 1966.

Member, Advisory Panel on Integration of Pension Plans with Social Security, U.S. Treasury Department, 1967-68.

Margaret S. Gordon

Consultant on Unemployment Insurance, U.S. Bureau of Employment Security, 1962-66.

Member, Advisory Committee on Research Development. U.S. Social Security Administration 1965-68, and Chairman 1966-67.

Chairman, Industrial Welfare Wage Board for Laundry, Linen Supply, Dry Cleaning & Dyeing Industry, 1966.

Chairman, Industrial Welfare Wage Board for Domestic Household Occupations, 1968.

Chairman, Joint Session of the American Economics Association and Industrial Relations Research Association Annual Meeting, 1968.

Member, Faculty Advisory Committee for a Study of Negro Unemployment in Berkeley, 1965-68.

Member, Confidential Presidential Task Force on Older Americans, 1967-68.

Member, National Advisory Committee, Institute for Research on Poverty, University of Wisconsin, 1966-.

Member, Berkeley City Council, 1965-1969.

Member, President's Commission on Income Maintenance Programs, 1968-.

R. A. Gordon

Member, Executive Committee of International Project to Link Together National Econometric Models.

Member, Planning Committee for Conference on Research in Price Determination.

Testified before the Joint Economic Committee, March 1966.

Presented paper at Annual American-Yugoslav Seminar in Decani, Yugoslavia, July 1966.

Chairman, Advisory Committee for a Study of Negro Unemployment in Berkeley, 1965-68.

Two lectures, Vanderbilt University, February 1968.

Lecturer, Annual Conference of the Institute of Industrial Relations, May 1968.

Consultant to the Vice Chancellor on adding members of minority groups to the faculty, 1968.

Chairman, session on "Economic Education" at the American Economic Association Annual Meeting, December 1968.

Visiting Lecturer at three southern Negro colleges, under the auspices of the United Negro College Fund, 1968-69.

Neil J. Smelser

Consultant, National Advisory Commission on Civil Disorder.

Consultant, National Advisory Commission on Violence.

George Strauss

Chairman, Nominating Committee of the Industrial Relations Research Association, 1965.

Program Planning Committee, Industrial Research Association, 1966.

Member, committee to develop criteria for affirmative action in relation to minority group employment in city construction contracts, City of Berkeley, 1967.

Member, Personnel Board, City of Berkeley, 1966-.

Lloyd Ulman

Consultant to Federal Reserve Board, Washington, D. C., 1966,
and to Council of Economic Advisers.

Member, San Francisco Economic Development Committee, 1967-68.

Member of five-man advisory panel to the President's Review
Committee on Federal Employee-Management Relations,
1967-.

Member, Executive Board, Industrial Relations Research
Association, three-year term, November 1967-.

Member, OAS Mission on Labor Studies in Latin American Univer-
sities, June-July 1968.

Member, Editorial Board, American Economic Review, two-year
term, January 1969-.

Member, National Manpower Policy Development Task Force, 1969-.

Harold Wilensky (on leave 1966-67)

Member, Mental Health Research Career Award Committee, 1964-67.

Advisory Editor, Trans-Action, 1963-.

Member, Editorial Selection Committee in Sociology, Bobbs-
Merrill Reprint Series in the Social Sciences.

Executive Council, Industrial Relations Research Association,
1965-66.

Membership Committee, American Sociological Association, 1965-66.

Chairman of session and presented paper, American Sociological
Association, Annual Meeting, 1966.

Information Referral Committee, Poverty and Human Resources
Abstracts, 1967-.

Editorial Board, Journal of Human Resources, 1968.

6. The Journal

Industrial Relations, the Institute's journal, is now in its eighth 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, but there is representation from the UCLA and Irvine campuses.

Both the number and quality of the articles submitted have been increasing at a steady rate, thus putting a growing burden on our reviewing editors. During the year ending August 31, 1968, seventy-four articles were received, of which twenty were published. Since ten of the published articles were specifically invited, our rejection rate of unpublished articles now exceeds eighty per cent.

Most issues of the journal include symposia on topics of industrial relations interest. Among the topics covered in recent issues have been "Early Retirement," "White Collar and Professional Unions," "British Incomes Policy," "Human Behavior in Organizations," "Women in the Labor Force," and "Laboratory Training." Future symposia are being planned on "Workers' Participation in Management: An International comparison" and "Equal Employment Opportunity: Comparative Community Experience."

Our subscriptions in recent years have averaged about 2,300. Single issue sales are growing, primarily to companies in response to favorable mention in management publications.

One possible measure of our impact is the number of requests made for permission to reprint our articles in anthologies, etc. These requests average about 35 annually. We were among the earliest of the social science journals to make a charge for such permissions, although recently this practice has been generally adopted by journals in psychology and economics. In one respect our practice is unique, in that we share half our permissions fees with our authors.

Margaret S. Gordon was the first Managing Editor of Industrial Relations. George Strauss has been Managing Editor since 1964, while Raymond E. Miles has served as Associate Managing Editor, beginning in May 1968. Barbara Palmer is Associate Editor and Abigail Sills is Circulation Manager.

III. SUPPORT AND TRAINING OF GRADUATE STUDENTS

The Institute continues to provide financial support and research training to graduate students in different departments. In recent years we have moved towards a more flexible policy, involving substantial efforts to provide support for graduate students at the thesis stage as well as through our more traditional method of appointing graduate research assistants in their first few years of graduate work. Currently, there are 14 graduate research assistants associated with the Institute. They are doing graduate study in the following departments: Economics, 5; Sociology, 3; Business Administration, 3; Law, 2; Psychology, 1.

Nine of these research assistants are assigned to members of the faculty on individual research projects; two are assigned to the Center for Labor Research and Education where they work under the direction of Dr. Sara Behman; two are assigned to the Institute's project on public employee relationships in California, under the direction of Dr. B. V. H. Schneider; and one is assigned to assist the Coordinator of Management Programs. We have also been successful in securing individual Ph.D. thesis grants from the Manpower Administration of the Department of Labor to support dissertations which would otherwise have been supported from the original Office of Education grant.

The Institute's larger quarters at 2521 Channing Way have made it possible for us to provide more adequate office space, not only for our graduate research assistants, but also for former research assistants who have reached the thesis stage. Moreover, the large living room is continually being used for seminars and other meetings involving graduate students.

The following is a list of graduate students who have received substantial support from the Institute in the period 1964-65 through 1967-68 and have either been awarded degrees or are currently writing Ph.D. theses.

<u>Name</u>	<u>Department</u>	<u>Degree</u>
Patricia Barrett	Economics	M.A.
B. William Becker	Bus. Ad.	M.B.A.
Jeffrey Berlant	Sociology	M.A.
Louise Berman	Economics	M.A.
Jack Bloom	Sociology	M.A.
Ted Bradshaw	Sociology	M.A.
Geoffrey Carliner	Economics	M.A.
James Craft	Bus. Ad.	Ph.D.

Stephen Engleman	Economics	M.A.
Samuel Farber	Sociology	M.A.
Robert Flanagan	Economics	Ph.D.
Alan Fox	Economics	M.A.
Mark Goodman	Sociology	M.A.
Allen Gulezian	Bus. Ad.	M.B.A.
Tadashi Hayase	Bus. Ad.	M.B.A.
Sidney Ingerman	Economics	Ph.D.*
Witold Jedlicki	Sociology	M.A.
George Johnson	Economics	Ph.D.
Roger Lamm	Bus. Ad.	M.B.A.
Stephen Longstaff	Sociology	M.A.
Timothy Maschler	Bus. Ad.	M.B.A.
Richard Morrison	Economics	M.A.
Ricardo Muratorio	Sociology	M.A.
Ruth Parker	Economics	M.A.
Lewis Perl	Economics	Ph.D.*
J. B. Ritchie	Bus. Ad.	Ph.D.
Eliezar Rosenstein	Sociology	Ph.D.
Stefan Rosensweig	Law	J.D.
Norma Rubenstein	Economics	M.A.
Lillian Rubin	Sociology	M.A.
Lorenz Satger	Bus. Ad.	M.B.A.
Christopher Schaller	Law	J.D.
Stewart Schweitzer	Economics	Ph.D.
Allen Schuh	Psychology	M.A.
Jacob Siegel	Psychology	Ph.D.
Barry Silverman	Bus. Ad.	M.B.A.
Lee Soderstrom	Economics	Ph.D.*
David Solomon	Economics	M.A.
Allen Tenenbaum	Psychology	Ph.D.*
Jean Vaillencourt	Sociology	M.A.
Stephen Warner	Sociology	M.A.
Stephen Welch	Economics	Ph.D.*
Guenter Wittich	Economics	Ph.D.
Vincent Woods	Economics	M.A.
Gary Yukl	Psychology	Ph.D.

* Current Ph.D. Candidates, 1969 target.

IV. COMMUNITY ACTIVITIES

Labor Programs

The Institute's long-standing commitment to community service is reflected in the broad range of labor programs conducted in cooperation with the labor community through the Center for Labor Research and Education, which was created in 1964. As a community service unit of the Institute, the Center functions through a staff of three program coordinators (including its Chairman), an economist who directs the Center's research projects (reported above), and an administrative assistant with secretarial assistance. Back-up services and faculty support are provided through the Institute. These include the services of several graduate research assistants who are assigned from time to time to work on research projects evolving out of the Center's community service programs.

1. Summary of Activities

During the past several years substantial progress has been made in the direction of implementing the guidelines (included in the Institute's 1965 Report), which were developed jointly by representatives of the University and organized labor as the basis for expanding labor programs of the Institute through the Labor Center. The level of commitment to labor education varies among labor organizations, but, overall, demand has tended to tax staff resources. Moreover, much staff time and energy is consumed in helping union groups to plan their educational programs, since unions at the local and regional levels have virtually no professional staff and local officers cannot spare the time for educational planning. This is especially true in small outlying communities.

Since the last Annual Report, in the course of the period covering 1966 through July 1969, the Labor Center has:

- Conducted some 38 courses in extended non-residential programs of labor studies sponsored through central labor bodies in Northern California. The duration of these courses is 8 - 10 weeks.
- Presented another 12 short-term courses of six to eight weeks' duration in cooperation with individual unions.
- Conducted 18 separate week-long, residential summer schools in cooperation with the State AFL-CIO and international unions, and provided instructors from the Labor Center's staff in 8 additional week-long schools and institutes.

- Conducted or cooperated in presenting 28 programs for public employees, consisting of one- or two-day conferences, specialized workshops, or short-term programs ranging from 2 to 8 sessions.
- Presented another 16 workshops, short-term courses, and grievance handling sessions for stewards, committeemen and other union officers not otherwise counted.
- Sponsored, participated in, or assumed major responsibility for organizing 39 conferences of one to three days duration in subject areas dealing with poverty, employment, job training, health care, housing, consumer problems, and other related issues.
- Conducted or jointly sponsored 14 scheduled conferences, workshops or seminars in connection with applied research projects of the Center or other on-going problem-solving relationships developed with labor organizations.
- Presented some 18 advanced seminar sessions on the Berkeley campus for Bay Area union officials and staff officers in subject areas dealing with economic policy, regional problems, and socio-economic issues related to the urban crisis.

While the above represents a summary of the more formal types of program offered through the Labor Center, it is estimated that between 30 to 50 per cent of the staff time of the Center's three coordinators is spent in a consultative capacity. Labor leaders not only seek the assistance of the Center in conducting or arranging education programs, but also rely heavily on the Center's staff for consultative services. These services cover a broad spectrum of urban issues concerned with equal rights, job training and manpower development programs, central city job problems, housing programs for low- and moderate-income families, the provision and organization of health services, etc. Through these relationships, the Center brings union leaders into closer contact with other community groups and often serves as a catalyst for community action. Moreover, community leaders in and out of government frequently rely on the Center to help them develop working relationships with labor groups. Finally, the Center's staff is frequently called upon to serve on both ad hoc and formally constituted advisory bodies on the recommendation of union leaders. They are frequent speakers and participants in programs arranged or sponsored by government agencies and other community groups.

These broader functions of the Labor Center reflect the influence of two important factors on the Center's development. One is the impact of the urban problems on industrial relations. The other concerns the orientation of the Center's staff--the desire to improve the effectiveness of labor education by working with labor

groups in a problem-solving context and by coordinating the applied research efforts of the Center with action programs in the community.

2. Impact of Urban Crisis Environment

In today's explosive environment, it has become virtually impossible to conduct labor programs without giving overriding consideration to the needs and aspirations of disadvantaged and underprivileged members of the society who remain outside the structure of industrial relations. This is so because the operation of industrial relations institutions affect many areas of community life which are frequently the focal point of contention in the nation's struggle to combat poverty and racial discrimination. For example, negotiated classification and seniority systems, job training programs, hiring hall arrangements, and employment security programs exercise a major impact on the operation of labor markets. In highly organized sectors, specifically, they frequently establish the framework within which special job training and employment programs for the disadvantaged are undertaken by the community. To the extent that job creation and training have become areas of major emphasis in the nation's struggle to reduce racial tensions and poverty, industrial relations has taken on all of the dimensions of the present socio-economic crisis.

At the same time, the focus of public interest in the bilateral decisions of labor and management has been sharpened by the urban crisis. The growth of fringe benefits, for example, as in the case of negotiated health care plans and supplemental pensions, has generated elaborate private welfare systems. These important programs have largely by-passed those who are least able to participate effectively in the labor market--those who are almost totally dependent upon the nation's lagging social welfare and income security programs. In these and other areas, collective bargaining is being increasingly judged today on the basis of the compatibility of industrial relations decisions with the needs of the poor--no longer simply in terms of the system's ability to accommodate the diverse interests of labor and management with some vague notion of general welfare. As the public's tolerance for breakdowns in the institutions of industrial relations declines, the crucial question being asked is: How can labor relations and collective bargaining contribute to the solution of urban problems?

Organized labor in California has recognized the limitations of collective bargaining and is, in many cases, struggling to overcome them by coordinating bargaining and legislative efforts, and by giving special attention to legislative and community programs designed to the needs of those who fall outside the bargaining structure. Virtually all the programs enacted by Congress in recent years to deal with urban problems, poverty, and racial discrimination in the fields of housing, education, health care, employment, etc., have been

actively supported by organized labor. Yet it is becoming increasingly apparent that the effectiveness of such programs is determined not in Washington, but at the state, regional, and local levels by the initiative taken to implement them. Significantly, it is at this level, where the "bread and butter" orientation of unions dominates and the organizational structure of labor is least able to come to grips with community problems, that the potential for conflict of minority groups with labor institutions is greatest.

Problems of this nature, which are plaguing the labor movement at the regional and local level, have significantly influenced the scope and content of the Labor Center's programs. Increasingly, heavy emphasis is being placed on the urban crisis implications of industrial relations and on the contributions which organized labor can make toward the solution of urban and rural problems through its community activities and collective bargaining.

3. Problem-Solving Orientation

The desirability of extending labor education beyond the classroom and the traditional conferences, workshops, and seminars that make up the core of the Center's labor programs is indicated by the magnitude of the issues and challenges confronting labor today. Where organized labor lacks the sources at the regional and local levels of operation to come to grips with community problems, it is turning with increasing frequency to the University for applied research assistance. The role assumed by the Labor Center in such instances is to develop better understanding of the issues and problems involved, to mobilize the resources in the University and the community that can be brought to bear on them, and to explore the alternatives for community action. Labor groups interested in developing action programs are assisted in forming working relationships on a formal or informal basis which enable the Center to coordinate its applied research activities with the action programs of labor groups. The Center's educational function is pursued through the continuing relationships that develop out of these activities--in consultations with these labor groups, in the study and analysis with them of alternative courses of action based on research findings, and in disseminating information regarding the activities of action groups to the broader labor community and other interested groups. While avoiding direct participation in action programs, the Center's main contribution is to help the participants approach the decision-making process in the broadest possible public perspective.

4. Negotiated Health Care Programs

One example of the Center's efforts in this direction concerns the troublesome area of negotiated health care plans. In keeping with the Institute's long-standing interest in helping labor and management

improve the effectiveness of negotiated plans, the Labor Center has played a significant role during the past three years in the development, formation, and operation of a new organization called the California Council for Health Plan Alternatives. The Council is an interunion group supported by major labor organizations in the state which are interested in coming to grips with cost and quality problems that have eluded negotiated programs from their inception. One of the Council's primary objectives is to pool the bargaining power of \$700 to \$800 million negotiated annually in California for health care for the purpose of affecting better ways of organizing health services in the community and improving the utilization of services to maintain health. The Council is seeking a fundamental re-orientation of negotiated plans in order to secure an effective voice for the consumer in providing and planning for health, to insure the greatest return for the health care dollar, and to establish machinery for monitoring and surveillance of the cost and quality of health care services. In its action program, the Council is pressing for the development of hospital-based outpatient and neighborhood health centers, linked to teaching institutions, which will serve both the disadvantaged through government programs and union members through negotiated programs.

Through a series of four regional seminars (sponsored jointly with the Council) and other consultative services provided on a continuing basis by Don Vial and Bruce Poyer, who serve on the technical advisory committee to the Council, the Labor Center has been able to help the Council's leaders broaden the base of labor participation and coordinate their efforts with health care professionals, interested providers, and vendors of services, other community leaders, and administrators of government health care programs.

One specific project, supported financially by the Health Plan Alternatives Council with the participation of the Labor Center's staff, involves research conducted in the UCLA School of Public Health under the direction of Professor Lester Breslow, which developed standards and criteria for grading negotiated health care plans within the framework of a 1,000-point system. This health plan rating system was pre-tested early in 1969 and was later presented to the Council at a series of meetings with the staff, officers, and member unions of the Council. The Labor Center is currently assisting the Council in putting the system to work and in developing alternative health plans that meet the standards. Another applied research project concerns the development of guidelines to be used by the Council to encourage the expansion of outpatient facilities in cooperation with interested hospitals and to develop hospital-based community group practice programs. In still other areas of applied research, projects are being planned with the Council in connection with health manpower problems, the utilization of health services, and the development of reporting systems which will enhance the Council's knowledge of health issues.

Through these relationships with the Council for Health Plan Alternatives, the Center has become deeply involved in community health care matters with the labor movement. By appointment of the Governor, Bruce Poyer serves as a member of the state Health Review and Program Council, which is advisory to the state in the administration of MediCal and other health care matters. In this capacity, he has been able to keep consumer-oriented groups, including Council leaders, advised of developments affecting health care services. Along with Einar Mohn, Director of the Western Conference of Teamsters and Chairman of the Council, Don Vial serves as a member of the State Hospital and Related Facilities and Services Planning Committee and also on the Board of Directors of the newly formed Bay Area Comprehensive Health Planning Council. The latter organization is the regional body created to implement P.L. 749, the comprehensive health planning act passed by Congress after the enactment of Medicare.

5. Housing

In a similar vein, the Labor Center is attempting to integrate applied research with education programs in the field of housing and related employment issues and problems of vital interest to labor and the community at large. In cooperation with the State and Bay Area District Councils of Carpenters, as indicated in the section of the Institute's report on research activities (described elsewhere in this report), the Labor Center has undertaken extensive research projects concerned with the impact of technology on the skills employed by carpenters, the distribution of work opportunities and manhours, related problems of training and apprenticeship drop-outs, and changes over time in on-site and off-site labor requirements in housing. These applied research projects and the relationships developed out of them with leaders of the Carpenters have been the source of numerous group consultations in the field which have involved a high degree of educational content. Dr. Sara Behman, the Center's Research Director, and other members of the staff participated in a number of statewide and regional meetings of the Carpenters to discuss the issues and problems being researched and preliminary findings. Similar meetings have been held with apprenticeship groups. Beyond this, extended educational sessions in Northern and Southern California and in the Bay Area regions have been developed around the research to alert local leaders to the increasing severity of the problems and policy issues confronting them and the limitations of collective bargaining in dealing with the problem.

It is interesting to note that these educational conferences, concerned with the impact of technological changes in the construction industry on skill utilization and job stability, have also brought into focus the lack of stability in the housing industry and the vital need to reach the lower half of the housing market as the key to expanding and stabilizing employment. This broader focus in

the educational programs has helped to develop support among rank-and-file leaders behind the creation of a statewide non-profit corporation by the state Council of Carpenters designed to work with local unions and community groups in sponsoring low- and moderate-income housing projects.

The Center has also sponsored workshops and seminars specifically designed to analyze housing problems and the considerations involved in labor sponsorship of projects under federal low- and moderate-income programs. One such seminar and subsequent consultations resulted in labor sponsorship of two projects in the Oakland redevelopment area. Norman Amundson of the Center's staff is a member of the Executive Board of the non-profit sponsor in one of them.

Significant provisions in the 1968 housing act, like those in the model cities act, have linked the expansion of low-income housing programs and their potential for increasing building trades employment to the creation of job opportunities for persons residing in the housing target areas. In response to these developments, the Berkeley Labor Center, with the cooperation of the UCLA Center, presented a series of six one-day regional seminars for building trades leaders which examined the key role of labor in achieving the multi-purpose goals of the federal housing programs and in putting them to work in the community. These seminars explored the outlook for expanding building trades jobs and stabilizing housing employment, and, in this context, examined the job creation requirement for target area residents and discussed the local implementation of guidelines issued nationally by the AFL-CIO Building Trades Department in connection with employment preferences. The Center prepared background research papers for the conferences, which were sponsored in cooperation with the State Building Trades Council and local county councils. They were held in Sacramento, Berkeley, Fresno, Santa Barbara, Los Angeles, and San Diego.

6. Central City Employment Problems

The mounting problems of central cities, with particular reference to the changing structure of employment and declining blue-collar job opportunities, have been given major attention in a wide range of programs. In this context, an applied research project was undertaken by the Center at the request of the San Francisco Labor Council to help union leaders, civil rights groups, and other community leaders gain a better understanding of some of the major economic forces affecting the distribution of jobs and industrial location decisions in the San Francisco Bay Area. The project became the vehicle for a series of educational sessions with key Bay Area labor leaders. These sessions, which emphasized the limitations of unilateral action by core cities and the necessity of pursuing regional solutions to industrial location and related employment housing issues,

have stimulated discussion among the various county central labor bodies concerning the development of a regional voice for organized labor.

At the request of the nine Bay Area central labor councils, the Labor Center has assumed the responsibility of helping central labor councils come together for the consideration of regional issues. A one-day briefing session on regional issues before the legislature, held May 6, 1969, produced unanimous agreement among the councils on how to approach regional government issues and problems related to the development and conservation of the Bay. The councils have been meeting monthly on regional matters and have indicated a strong interest in working toward more formal procedures for handling regional issues that cut across the interests of individual councils. The Center's role is to help the councils create the forum for educating themselves on regional problems so that they may take appropriate action consistent with their goals and responsibilities.

In the general field of manpower development and job creation for the "hard core," there has been a sharp increase in interest in small training sessions for field workers concerned with labor market problems in a community action setting. This has been coupled with heavy demands on the Labor Center's staff for consultations on manpower matters, based on the labor backgrounds of staff members and their close working relationships with the labor movement. For example, Norman Amundson serves as chairman of the Alameda County MDT Community Advisory Committee and also serves on the Skills Center Advisory Board.

7. Labor Studies Programs

During the three-and-a-half-year period ending in June 1969, a total of 38 courses were offered by the Labor Center in nine areas. More than 500 union officers, committeemen, stewards, and active members completed one or more courses.

The program consists of a series of non-credit courses of eight to ten weeks duration (16-20 hours), offered over an extended period and tailored to the needs of the students. Sponsorship in a given area is through the area or county central labor body, which assumes responsibility for the enrollment of the students.

The Labor Studies Programs are designed to provide continuity and progression in a well-rounded course of study. Individual trade unionists completing the program are exposed--through class discussions and required readings--to the key areas of industrial relations and socio-economic problems affecting the operations of unions in courses such as the following: Development of the American Labor Movement; Economics for Trade Unionists; Collective Bargaining; Grievance Handling and Arbitration; Labor Law; Communications; Collective Bargaining and the Legislative-Community Goals of the Labor

Movement; and Seminar on Labor Problems.

Beginning in the fall of 1969, the Labor Center will consolidate present Labor Studies Programs offered through county central labor bodies in the Bay Area in order to offer an areawide program in cooperation with a Bay Area labor committee organized through central labor bodies. The Statewide University-Labor Advisory Committee to the Center has given advisory approval to the reorganization plan, which will permit the Center to plan its Bay Area courses well in advance of scheduled dates while allowing more time for the Center's staff to work with individual central labor bodies on programs in outlying areas. One of the basic commitments of the Institute in establishing the Labor Center in 1964 was to extend its labor programs in outlying areas. This continues to receive high priority.

The current status of the Labor Studies Programs in various areas is as follows:

Redding area (Five Counties Central Labor Council). Program started in October 1965. Six courses given: Communications, Labor History, Labor Law, Economics for Trade Unionists, Collective Bargaining, and Legislative-Community Goals of Labor.

San Rafael (Marin Central Labor Council). Program started in September 1965. Three courses given: Labor Law, Collective Bargaining, and Legislative-Community Goals of Labor.

Santa Rosa (Sonoma County Central Labor Council). Program started in October 1966. Five courses given: Collective Bargaining, Labor Law, Labor Economics, Communications, Legislative-Community Goals of Labor.

Sacramento (Sacramento Central Labor Council). Program started in October 1966. Eight courses given: Labor History, Labor Economics, Collective Bargaining, Communications, Labor Law, Contemporary Issues and Challenges to the Labor Movement, Grievance Processing and Arbitration, and Legislative-Community Goals of Labor.

Eureka (Humboldt County Central Labor Council). Program started in October 1966. Two courses given: Communications, and Economics for Trade Unionists.

Oakland (Alameda County Central Labor Council). Program started in January 1967. Seven courses given: Labor Law, Grievance Handling and Arbitration, Claims Handling under Social Insurance Program, Communications, Preparation for Collective Bargaining, Labor Economics, and Legislative-Community Goals of Labor.

Ukiah (Mendocino Central Labor Council). Program started in February 1967. One course given: Labor Law.

San Jose (Santa Clara County Central Labor Council). Program started in March 1967. Three courses given: Labor Economics, Labor History, and Labor Law.

Napa (Napa Central Labor Council). Program started in October 1967. Two courses given: Survey of Industrial Relations, Collective Bargaining.

Martinez (Contra Costa County Central Labor Council). Program started in winter of 1969. One course completed: Labor Law.

Stockton (San Joaquin County Central Labor Council). Program started in winter of 1969. Two courses given: Labor History and Collective Bargaining.

8. Summer Schools

The Center's program of residential summer schools, workshops, and institutes, sponsored in cooperation with international unions, continues to expand. Labor organizations which have used the services of the Labor Center in recent years include: United Auto Workers; United Steelworkers of America; Communication Workers of America; Int'l Association of Machinists; United Rubber Workers; Oil, Chemical and Atomic Workers; American Federation of Government Employees; Int'l Association of Fire Fighters, the California Labor Federation, and American Federation of Teachers.

The most important development in residential programs is the tendency to move beyond the so-called "tool" subject areas in grievance handling, union administration, collective bargaining, etc., into areas that involve the community goals of the labor movement as they relate to urban and rural problems confronting the nation. Whereas in the past many schools concerned themselves only with the "tool" subject areas, now it is a rare school that does not devote a significant amount of time to major socio-economic and related community problems. Particular attention is being given to the relationship of collective bargaining to the legislative and community goals of organized labor. Some unions have developed advanced schools for those who have completed basic schools in predominantly "tool" subject areas, while others are making provision for both beginning and advanced groups in the same schools. For example, the Machinists alternately conduct basic and advanced schools on the Berkeley campus each year. The Communication Workers, on the other hand, divide their summer school participants into advanced and beginner groups. The Steelworkers in 1968 devoted their entire summer school to community problems, with special emphasis on the Kerner Commission Report and the role of the labor movement in finding solutions to current urban problems.

9. Public Employee Programs

The large number of programs sponsored in cooperation with public employee organizations reflects the rapid growth of unions in the public sector and their efforts to extend collective bargaining procedures to public employee relations. In California, the lack of a uniform statewide system of public employee relations has opened the door to a great deal of experimentation at the local level of government. This is reflected in the subject matter frequently handled in public employee programs, which includes: the scope and application of new legislation covering state and local jurisdictions; the problems of gaining recognition and developing collective bargaining relationships; the relationship of collective bargaining to civil service systems; the problems of unit determination; the scope of bargaining; and the customary areas of training which involve the techniques of collective bargaining, grievance handling, etc.

At the present time, the most urgent need in connection with public employee programs is for applied research on problems confronting practitioners in their highly dynamic field. It is for this reason that resources are required to support the research and publication project headed by Dr. Schneider and described in Part I above. The Center anticipates a very great increase in public employee programs as the applied research efforts of the Institute are expanded in this direction. This is particularly important in view of the increasing tendency of public employee labor relations issues to culminate into full-blown urban crisis problems. The difficulty of separating the demands of teachers at San Francisco State College from those of the students is a vivid example of the kind of problem that will be given a great deal of attention in the future education programs of the Labor Center in the public employee field.

10. Stewards Training

Stewards training cuts across many of the programs summarized at the outset of the report on labor programs. While it is possible to classify some training programs as exclusively stewards training, in many instances such training is an integral part of training offered in summer schools, conferences, seminars, and public employee programs.

The most important developments in stewards training during the past three years have been the following: an increasing tendency to use the Labor Center's services for purposes of conducting shop stewards and grievance handling clinics where the stewards systems of the cooperating organizations are not well developed or are functioning poorly; growing interest in short-term courses or continuing weekend sessions where shop stewards systems are well established or where a new group is in the process of establishing a shop stewards system; rapid expansion of stewards and grievance handling programs

conducted with public employee organizations, based on the recognition that a functioning stewards system may represent the beginning stages of collective bargaining; growing interest in expanding the content of stewards training to include subject matter related to the legislative and community goals of the labor movement.

11. Advanced Labor Seminar

Since its inception, the Labor Center has been conducting a continuing, advanced seminar for Bay Area union officials and staff officers which meets at fairly regular intervals on the Berkeley campus in four-hour sessions. This seminar has served as a vehicle for bringing members of the faculty and labor leaders together to discuss major socio-economic issues confronting the nation. While the focus has been on national issues and problems, particular attention has been given to the regional application of policies and programs developed to deal with them. The Labor Center has been able to engage the participation of a number of faculty members in this seminar as resource persons and discussion leaders. Among them have been: R. A. Gordon, George Break, and Lloyd Ulman from the Economics Department; Harold Wilensky from the Sociology Department; Nelson Polsby from Political Science; Richard Holton, George Strauss, Joseph Garbarino, and Raymond Miles from Business Administration; and others.

12. Minority Leadership Training Program

In the immediate period ahead, the Center will be undertaking a new and challenging program in the field of labor education. As described in the section on new Institute programs, a generous Ford Foundation grant will be used to launch an educational program for leadership training of minority group union members which the Center has been in the process of developing over the past year with the encouragement and cooperation of a special committee of potential students, the AFL-CIO, and both affiliated and independent labor organizations in the area.

This residential-type program is designed to bring 20 to 25 young minority union members from the surrounding labor community to the Berkeley campus for six months (two quarters) of full-time study in a specially designed curriculum for trade union leadership. Classroom work is to be closely integrated with extensive field activities in a course of study which will emphasize the development of skills required by union leaders in both the traditional areas of industrial relations and the broader community functions of labor unions, as well as the improvement of basic leadership communication skills. Students in the program will be selected jointly with cooperating labor organizations in the area, and will be reimbursed for lost wages during the six-month training period.

13. Professional and Public Service Activities of the Labor Center Staff

Don Vial

Vice President, Bay Area Chapter of the Industrial Relations Research Association.
 Member, Statewide Committee on Hospital and Related Facilities and Services Planning.
 Member, Board of Directors, Bay Area Comprehensive Health Planning Council.
 Consultant and Member of the Technical Advisory Committee, California Council for Health Plan Alternatives.
 Vice President, Association of California Consumers.
 Former Chairman, Advisory Committee to the State Office of the Consumer Counsel.
 Member, Social Inventions Committee of the San Francisco Human Rights Commission.
 Member, Board of Directors, American Civil Liberties Union, Northern California Chapter.

Bruce Poyer

Member, Health Review and Program Council, State of California.
 Advisory to the Director, Department of Health Care Services on the MediCal Program. Appointed by Governor Reagan, Spring 1967.
 Labor Member, Committee on Economic Justice for the Agricultural Community, California Council of Churches, since Spring 1967.
 Labor Member, Commission on the Church and Economic Life, Northern California Council of Churches, since Summer 1968.
 Member, Industrial Relations Research Association, Bay Area Chapter.
 Consultant and Chairman of the Technical Advisory Committee, California Council for Health Plan Alternatives.

Norman E. Amundson

Chairman, Alameda County Manpower Development and Training Act Advisory Council.
 Member, Advisory Committee, East Bay Skills Center.
 Member, Board of Directors, Printing Specialties Union Retirement Center.
 Member, Compliance Committee, Oakland Council of Churches Satellite Homes Project.
 Member, Advisory Committee, East Bay Urban League OJT Project.

Sara Behman

Member, Board of Editors, Industrial Relations.

Management Programs

1. Nature of Participating Units

During the period subsequent to that covered by Report on Research Training and Community Activities, December, 1965, the participants in the management programs section of the Community Services unit of the Institute of Industrial Relations have been drawn increasingly from the middle and upper-middle management cadres of both business and government. This trend is due to certain shifts in demand for management programs and to the fact that the Institute's offerings have always been quantitatively restricted. It has been our policy, wherever feasible, to coordinate our efforts with the School of Business Administration.

One shift during the three year period is the significant growth in the proportion of programs where the participating unit was made up of representatives from a wide range of business and/or governmental organizations, rather than from a single enterprise. Examples of this development include the one-week program for representatives from various industries represented in the Japan Federation of Employers, a one-week program for representatives of a wide variety of governmental units which are members of the American Public Welfare Association; the six-session program on Human Factors in Supervision and Leadership, and several of the conferences on collective negotiations in the public sector.

An example of the kind of program that decreased in importance during the last three years is the series of 29 two-day workshops for middle-management personnel of the Pacific Gas and Electric Company. These sessions were heavily concentrated in 1966 and the first half of 1967 and have not been followed by a significant number of single organization programs. The emphasis is being shifted in other directions; to the continuing seminar, conference formats, and the two or three-day workshop program. Also, as noted later, the subject matter is more oriented to the larger issues of which industrial relations is an integral part, rather than to only the mechanics of good industrial relations practices.

The subject matters of both recent programs and programs already either scheduled or in the process of formulation point to a further increase in multi-business or multi-governmental unit programs as compared to those for the single establishment.

2. The Broadening of Management Interests and Concerns

With respect to the broad social questions increasingly important to the business community, a series of seminars called Philosophy of Management was developed to provide a forum in which

members of the academic community and members of senior management in various corporate enterprises could discuss these issues. Except for required background reading in the areas under discussion, the seminars were unstructured and provided for an open and candid exchange of views. One series of seminars was devoted to the Negro American; another series to the changing balance of public and private power. A third series involved discussions of the kinds of organizational structures, whether public or private, created in the industrialized countries of the western world to deal with certain basic social and economic questions.

One session of the Philosophy of Science Seminar was led by the Rt. Hon. Aubrey Jones, Chairman of the National Board for Prices and Incomes of the United Kingdom. Mr. Jones was nominated Regents' Lecturer on the motion of the Institute, an appointment which he filled in the Spring of 1968. In this capacity he also addressed a small group of senior management officials in an off-the-record meeting concerning the role and prospects of wage-price restraint in post-devaluation Britain.

3. Application of Academic Research Findings

Perhaps the most important aspect of the management programs community services functions is that of serving as a bridge between the academic community and those management entities within the general community having an interest in the subject areas falling within the purview of the Institute of Industrial Relations. Accordingly, a major underlying premise of the community services activities of management programs is that all programs have educational content and be based upon academic research relevant to the subject matter of the program. Three examples of management programs illustrative of this principle are the Social Science-Management seminars, the three-day Management by Objectives programs, and the programs on Collective Negotiations in the Public Sector.

The Social Science-Management seminars, a continuing series begun in late 1966, are designed to help close the gap between academic research in the behavioral sciences and the needs of practicing managers.

Management by Objectives is a results-oriented system of management, based upon research suggesting that the establishment of clear-cut objectives, with evaluations of management personnel anchored to their degree of success in achieving the objectives rather than subjective evaluations of managers' personal characteristics, is a more effective management system.

4. New Directions

(A) The Urban Crisis and the Minority Community

A major aspect of the urban crisis problem with which the management programs of the Institute has been and will continue to be concerned centers on the area of enhancing economic opportunity for members of the minority community, both through increased employment opportunities in the established business enterprises and through the development of minority enterprises. The first program in this area was co-sponsored with the Technical Advisory Committee on Testing to the California Fair Employment Practice Commission. The program elicited wide-spread interest, and was attended by almost 400 representatives of business and other organizations in northern California.

In June of this year an all day conference, "The Minority Community and the Economic Mainstream," explored the various forms of the ghetto plant and related aspects of developing increased economic opportunity for the minority community. This conference was planned with the help and participation of leaders from the area's minority business community and representatives (acting in an individual capacity) of governmental agencies concerned with the development of business enterprise in the ghetto communities. The conference included experts from various parts of the country whose experience might prove valuable in helping the Bay Area develop its own programs.

A third major undertaking in this area involved management programs work in the organization of a National Conference on Increasing Opportunities for Minority Contractors. This national conference, which attracted more than two hundred participants from all over the nation, was under the co-sponsorship of the General and Specialty Contractors Association, Inc. of San Francisco and the Los Angeles Association of General, Sub and Specialty Contractors. The major purposes of the conference were two fold: (1) to assist minority contractors in competing more successfully for contract construction work, and (2) to organize a national association of minority contractors to provide needed technical and other assistance to local groups and to work on problems common to minority contractors. In the preparation and presentation of both this and the June conference relating to aspects of the urban crisis, a close working relationship was effected with the recently established Office of Urban Programs in the School of Business Administration.

(B) Public Sector Collective Negotiations

The second major new area in which a substantial increase in management programs is developing is that of collective negotiations between public instrumentalities and organizations representing groups of public employees. In the last year and a half, six programs have been held for representatives of secondary school districts in California and for representatives of other political instrumentalities. "School District Merit Systems and Employee Relations" will be given in October, co-sponsored with the San Joaquin Valley Chapter of the American Society for Personnel Administration. The demand for such programs derives from increased union activity in the state, from the urgent desire of government officials to acquaint themselves with the

nature and applicable techniques of collective bargaining in public employment, and from problems arising out of new state legislation.

5. Cooperative Developments

In an effort to more effectively utilize available resources, management programs has begun a cooperative relationship with the New York State School of Industrial and Labor Relations of Cornell University, the basis of which is co-sponsorship of identical programs.

Two major gains are envisioned from such a relationship: (1) the elimination of duplicative efforts in the preparation of program content, background reading materials and similar activities; and (2) the more effective utilization of faculty resources for instructional purposes. The first of these endeavors was a highly successful three-day program on Management by Objectives held in San Francisco in November of 1968. As the program was substantially oversubscribed, a second such program was held in February of this year. The feasibility of such an arrangement has been clearly established and there appears to be reason to believe that it and like arrangements are capable of substantial expansion.

6. Community Services

Manpower Control, Utilization, and Evaluation: A one-week program for members of the Japan Federation of Employers on establishing and projecting manpower requirements for the business enterprise; recruitment and training procedures; and measuring manpower efficiency. Twenty-two participants.

Conference for American Public Welfare Association: A one-week conference for public welfare executives and administrative staff covering leadership skills, organization structure in relation to functions, the public instrumentality and the social environment in which it exists, budgeting, external and internal communications, and the uses of the computer for control of existing programs and for projections of the effects of expanded or new programs. Sixty participants.

Human Factors in Supervision and Leadership: A six-session workshop for middle management from Bay Area companies. Fifteen participants.

Philosophy of Management Seminars: Three sets of seminars for senior business executives. Background reading and discussion of broad public policy issues pertaining to the relationships between the community and society. Participants included University faculty on an invitational basis. Fifteen participants.

Pacific Gas and Electric Company Workshops: A series of 29 two-day workshops for middle management in supervisory techniques, leadership styles and related areas. Twenty-five to thirty participants per workshop.

Social Science-Management Seminars: A continuing series of seminars for selected upper-middle management personnel. Designed to help bridge the gap between behavioral scientists and practicing managers. Focus is on direction and substance of current research in the areas of industrial and social psychology, sociology, operations research and their implications for management policy and practice. Fifteen participants. Three faculty.

Treasure Island Naval Schools Command Seminars: A six-session program for directors of naval schools on managerial ideologies, planning and decision making, decision theory, feedback systems and related areas. Twenty-five participants.

Management by Objectives: Two three-day conferences co-sponsored with the New York State School of Industrial and Labor Relations, Cornell University. The theory of results-oriented management as a system and its implementation. Thirty-two participants.

Selection and the Minority Job Applicant: A one-day conference organized and held at the request of the Technical Advisory Committee on Testing to the California Fair Employment Practice Commission. Subject areas included the screening process prior to testing, Federal Executive Order and implementing rules and regulations relating to equal employment opportunity, and the validity of tests as being predictive of satisfactory on-the-job performance. Three hundred and seventy-five participants.

Collective Negotiations with Non-Certified Personnel: A one-day conference for school district administrators. Included in the program were an explanation of the meaning and purposes of the governing State statute, trends in public sector collective negotiations and related industrial relations issues. Ninety participants.

Collective Negotiations in the Public Sector: Two one- and one-half day conferences with a workshop format and covering the new State statute applicable to collective negotiations between local political instrumentalities (other than school districts) and representatives of organized groups of employees. Workshops on determination of the appropriate bargaining unit, integrative and distributive bargaining issues, and techniques of collective bargaining. Sixty participants.

Collective Negotiations for Special Districts: A one- and one-half day conference for administrative officers and board members of special districts belonging to the Irrigation Districts Association of California. Workshop format on various aspects of collective negotiations under the Meyers-Milias-Brown Act of 1968. Eighty participants.

Collective Negotiations--Contra Costa County Social Service Department: A one- and one-half day program covering the Meyers-Milias-Brown Act of 1968, unit determination, handling of grievances and the special problems inherent in collective negotiations as they pertain to the "professional" employee. Thirty participants.

Collective Negotiations--State Department of Social Welfare:

A one- and one-half day conference dealing with public sector collective negotiations in an agency bound by certain federal standards, state supervision of the local operating instrumentality, tri-partite financing and a merit system structure for employment, promotion, and grievance handling. Fifteen participants.

The Minority Community and the Economic Mainstream: A one-day conference devoted to a discussion of various forms of the ghetto plant, the role of the franchise to expand minority business opportunity, and financing the minority entrepreneur. Co-sponsored with Office of Urban Programs, School of Business Administration. One-hundred and twenty participants.

National Conference on Increasing Opportunities for Minority Contractors: A two-day conference on the special problems of minority contractors and what could be done by both the public and the private sectors to assist in their solution. Management programs of the Institute and the Office of Urban Programs, School of Business were cooperating organizations with the two co-sponsoring associations in the conference preparations. Two-hundred participants.

6. Coordinator of Management Programs

One facet of the activities of the Coordinator of Management Programs pertains to his associations and activities in an individual capacity with outside groups and agencies as their interests relate to the concerns of the Institute of Industrial Relations.

The formal associations of the Coordinator of Management Programs include membership and active participation in the affairs of the Northern California Industrial Relations Council, an organization of more than 300 industrial relations and personnel people from the larger business establishments in Northern California. He also is a member of, and a participant in, the Industrial Relations Research Association, Northern California Chapter.

Prior to his association with the Institute he was a member of the American Society of Insurance Management, Inc. and is a past president of its Northern California Chapter. He continues his association with this organization as an honorary member.

At the level of State government he serves as a member of the Research Advisory Committee to the Assembly Committee on Agriculture in connection with a study of agricultural labor, its work patterns, earnings, and demographic data on family units employed in agriculture.

Other activities at the State level have included work with the Joint Legislative Interim Committee on Unemployment Compensation Disability Insurance and assistance to the Senate Committee on Insurance and Financial Institutions in connection with the impact of

proposed legislation upon the statutory social insurance programs and certain technical legislation relating to group pre-paid medical care insurance.

Miscellaneous activities include speaking engagements before various groups and associations. He also is a participant in the work of the Management Assistance Council, an organization whose activities are directed to helping expand economic opportunities for members of the minority community.

General Conferences

Annual conferences were held in 1966, 1968 and 1969. A conference was not held in 1967 due to the absence on sabbatical leave of Professor Ulman, whose administrative duties were assumed by Associate Director Margaret S. Gordon who served as Acting Director in the academic year 1966-67.

The Changing Face of Collective Bargaining was the theme of the Annual Conference for 1966. Papers were given by Professor John T. Dunlop, Harvard University, on "The Increasing Complexity of Collective Bargaining Issues"; and by I. W. Abel, President, United Steelworkers of America, and James D. Hodgson, Corporate Director of Industrial Relations, Lockheed Aircraft Corporation (now Under Secretary of Labor) on "New Concepts in Collective Bargaining--the 'Non-Crisis' Approach to Complex Issues." At the evening dinner session William E. Simkin, Director of the Federal Mediation and Conciliation Service, reviewed the successes and the failures of preventive mediation. Other speakers and discussants included Alan Otten, White House Correspondent for the Wall Street Journal, Professors Lloyd Ulman and Joseph Garbarino, and panelists Thomas Nicolopoulos, California Division of Conciliation; Harry Polland, labor economist; Donald J. Robertson, University of Glasgow; and Robert R. Grunsky, Ampex Corporation.

The 1968 Annual Conference, The Changing Environment for Collective Bargaining, dealt with new pressures on collective bargaining: the inflationary environment, declining public tolerance for strikes and lockouts, and growing rank and file dissent in

organized labor. The principal papers on these three areas were given by Professor R. A. Gordon, University of California; Professor John T. Dunlop, Harvard University; and Harry Bernstein, Labor Editor, Los Angeles Times. Minority group pressures on collective bargaining was the subject for panel discussants Joseph R. Grodin, labor attorney; John Cantwell, United Employers, Incorporated; Percy H. Steele, Jr., Executive Director of the Urban League of the Bay Area; and Frank A. Quinn, Regional Director, Equal Employment Opportunity Commission. Mayor Joseph Alioto spoke on the policies and practices being used in San Francisco as an affirmative response to ghetto job pressures. Other program participants included David E. Feller, Professor of Law, University of California; Richard A. Liebes, Building Service Employees Unions; Derek Robinson, Balliol College, Oxford University; and Robert Wayne, Kaiser Steel Corporation.

The Institute's 1969 Annual Conference, Industrial Relations and the Urban Crisis, reflected the growing concern and involvement of the University in major urban issues. The conference had as its theme the new public interest in industrial relations decisions. The keynote speaker, James D. Hodgson, Under Secretary, U. S. Department of Labor, discussed "Bilateral Decision Making in a Changing Environment." The morning session concluded with a panel drawn from labor, management and government exploring "The Responsiveness of Industrial Relations to Change" as seen from the panelists' respective viewpoints. The panelists were Orville Luster, Executive Director, Youth For Service, George W. Johns, Executive Secretary, San Francisco Central Labor Council, Willoughby Abner, Director, National Center for Dispute Settlement, American Arbitration Association, and Walter R. Farrell, Vice President, Industrial and Union Relations, Kaiser Industries Corporation.

The afternoon session was divided into four sections each of which dealt with the community aspect of a specific industrial relations issue. The four sections covered "Industrial Relations Implications of Low- and Moderate-Income Housing Programs," "The Emerging Patterns of Labor Relations in Public Employment," "Negotiated Health Care Programs and the Public Interest," and "Company Personnel Policy and Collective Bargaining Adjustments to Employment of the Disadvantaged."

The General luncheon session was addressed by Bayard Rustin.

It might also be mentioned in this context that the Institute was active in suggesting the nominations of two Regents' Lecturers in recent years and in planning their activities while in residence. The first of these was Nat Weinberg, Executive Assistant of Economic Affairs to the President of the United Automobile Workers, who was in residence during the academic year 1964-65. The second was the Rt. Hon. Aubrey Jones, Chairman of the National Board for Prices and Incomes of the United Kingdom, who was in residence for one week in the spring of 1968. In addition to participating in several affairs for the general public, both Regents' Lecturers participated in classes and spent a considerable portion of their time on the campus in informal discussions with students.

V. THE LIBRARY

The Institute Library moved in January 1967, along with the Institute offices, to an off-campus building at 2521 Channing Way. Although the space assigned to the Library was not remodeled, a pleasant, uncrowded, and convenient arrangement has been achieved, and there is sufficient room for several years of collection growth. Open shelves and easy access to a well cataloged concentration of specialized materials attract repeated use.

During the period of this report, regular additions have been made to the selective collection of materials on industrial relations, labor, and on topics relevant to the Institute's ongoing and proposed programs. These include books and journals; many non-book materials, such as government documents, publications of industrial relations institutes, unions and employers, miscellaneous pamphlets, and other publications for study and research in the field. Net growth is never large due to the selective nature of the collection, and the fact that some material is discarded each year. During the year 1967-68, there was a net gain of 504 volumes, 54 serial titles, and 2,415 pamphlets. As of June 30, 1968, the active library collection totaled 8,283 volumes, plus 147 file drawers of pamphlet materials arranged by subject. Serial titles currently received number 949. This serial count includes periodical titles; labor union and employer papers; numbered bulletin, reprint, and research series; annual reports, etc.

The library acquisition policy remains flexible, responding to changing emphases in the Institute's research and community service activities, and reflecting the new directions of local and national policies and programs in industrial relations, economic, and social areas. For example, greater attention is being given currently to acquisition of materials on such topics as public employee labor relations; disadvantaged workers, retraining, employment problems of minorities and in ghetto areas, and similar aspects of manpower utilization; economic aspects of education; poverty; negative income tax and related income maintenance proposals; the usefulness of wage-price guideposts in combating inflation, etc.

The library depends heavily upon gifts and exchanges for new acquisitions since the appropriation for purchases has always been very small. Some books, most pamphlets, and probably three-fourths of the serials are received free of charge. Many valuable research studies are received from other industrial relations institutes under a reciprocal exchange of publications.

Although service to members of the Institute staff remains the primary function of the library, loan and reference services are provided to other members of the University community (faculty, students, and administrative personnel) as well as to off-campus users such as representatives of labor and management, consultants, government

officials, personnel from other colleges and universities, etc. The library makes a contribution to the general academic community by providing informed reference service and a source of additional copies of books and journals heavily used in other campus libraries, as well as a collection of specialized materials and pamphlets not available elsewhere on campus. The subject cataloging given to government publications enables library patrons to locate pertinent documents readily through the card catalog, bypassing cumbersome document indexes. Both graduate and undergraduate students find the resources of the library and the assistance of the library staff particularly valuable in the preparation of theses, and seminar and honors papers.

The library was one of seventeen industrial relations and labor libraries in the United States and Canada selected for survey and a visit by the investigator as part of a "Feasibility Study of Centralized Information Services in Industrial Relations."

Gwendolyn Lloyd, the librarian, served as the 1968 chairman of the Committee of University Industrial Relations Librarians. In this capacity she was responsible for planning and chairing the Twenty-Second Annual CUIRL Conference, which was held in Pasadena, California, May 30-June 1, 1968, and for editing the Conference proceedings. She also participated in the "Feasibility Study of Centralized Information Services in Industrial Relations," and was given an outside travel subsidy to attend a workshop conference of industrial relations librarians at Princeton University in April 1968, to discuss the findings of the survey and to draft recommendations for presentation to the directors of the participating institutes and schools.